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June 15, 1990

URBAN/MUNICIPAL

AGENDAS/MINUTES OF THE
MEETINGS OF THE HAMILTON
ENTERTAINMENT AND CONVENTION
FACILITIES, INC. BOARD OF
DIRECTORS



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

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JRBAN/MUNICIPAL

1990

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, July 20, 1990

8:00 A.M.

HAMILTON CONVENTION CENTRE

Room 314

**ORDER OF BUSINESS
REGULAR AGENDA**

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

2. Correspondence

Nil

3. Regular Minutes of June 15, 1990

Attachment 3

3.1 Errors or Omissions

3.2 Motion to Approve

4. Business Arising From the Minutes

Nil

5. Committee Reports/Minutes

5.1 Finance and Administration Third Report

Attachment 5.1

5.1.1 Finance and Administration Committee

Minutes of June 6, 1990

Attachment 5.1.1

**Regular Agenda
July 20, 1990
Page Two**

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| 5.2 | Operations Committee Second Report | Attachment 5.2 |
| 5.2.1 | Operations Committee Minutes
of May 23, 1990 | Attachment 5.2.1 |
| 5.3 | Hamilton Place Committee Fifth
Report | Attachment 5.3 |
| 5.3.1 | Hamilton Place Committee Minutes
of April 26, 1990 | Attachment 5.3.1 |
| 5.4 | Marketing and Sales Committee
Second Report | Attachment 5.4 |
| 5.4.1 | Marketing and Sales Committee Minutes
of May 25, 1990 | Attachment 5.4.1 |

6. New Business

7. Other Business

8. Date of Next Meeting

August 17, 1990
8:00 A.M.
Hamilton Convention Centre
Albion C

9. Adjournment

July 16, 1990
Patricia Bennett
Secretary to the Board of Directors

OUTSTANDING BUSINESS

- (i) Amalgamation of Arena\Trade Centre Foundation
and Hamilton Place Foundation

3

Regular Minutes of June 15, 1990

- 3.1 Errors or Omissions
- 3.2 Motion to Approve

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

**Friday, June 15, 1990
8:00 A.M.
HAMILTON CONVENTION CENTRE
Room 314**

REGULAR MINUTES

PRESENT: Alderman J. Gallagher, Chairman
Mr. F. DeNardis, First Vice-
Chairman
Alderman D. Agostino, Second Vice-
Chairman
Mayor R. Morrow
Alderman W. McCulloch
Alderman H. Merling
Alderman T. Murray
Alderman T. Jackson
Alderman D. Drury
Mr. N. Levitt
Mrs. M. Dow
Mr. G. Kay
Mr. W. Tidball
Mr. M. Ryder
Mr. A. DiIanni
Mr. W. McFarland

ALSO PRESENT: Mr. G. Macaluso
Mr. B. Snetsinger
Mr. T. Burrows
Mr. J. Leuser
Mr. J. Crane
Mr. S. Dockman
Ms. P. Bennett

REGRETS: Ms. A. VanDuzer

MEDIA: Mr. K. Peters, The Spectator
Mr. M. Murphy, C.H.C.H.
Mr. J. Burns, C.H.M.L.

1. Opening Remarks

The Chairman called the meeting to order at 8:10 a.m.

2. Correspondence

MOVED by Mr. Ryder, seconded by Mr. Levitt that

**THE MAY 25, 1990 MEMORANDUM FROM THE CITY OF HAMILTON
CLARIFYING THE CITY'S RESOLUTION IN RESPECT OF EVENTS
INVOLVING ANIMALS BE RECEIVED.**

MOTION CARRIED.

3. Regular Minutes of May 18, 1990

MOVED by Mr. Tidball, seconded by Mr. DeNardis that

**THE MINUTES OF THE MAY 18, 1990 REGULAR SESSION BE
APPROVED.**

MOTION CARRIED.

4. Business Arising From the Minutes

Nil

5. Committee Reports/Minutes

5.1 Finance and Administration Second Report

MOVED by Mr. DeNardis, seconded by Mr. McFarland that

**THE FINANCE AND ADMINISTRATION COMMITTEE SECOND REPORT
BE APPROVED.**

MOTION CARRIED.

The following items were reviewed/received and presented
to the Board for information:

- (i) The Consolidated Unaudited Operating Results for the Four Month Period Ended April 30, 1990 for H.E.C.F.I.;
- (ii) The Consolidated Unaudited Operating Results for the Four Month Period Ended April 30, 1990 for C.U.P.

5.1.1 Finance and Administration Committee Minutes of May 9, 1990

MOVED by Mr. DeNardis, seconded by Mr. McFarland that
THE FINANCE AND ADMINISTRATION COMMITTEE MINUTES OF MAY 9, 1990 BE RECEIVED.

MOTION CARRIED.

5.2 Operations Committee First Report

MOVED by Alderman Murray, seconded by Mr. Kay that
THE OPERATIONS COMMITTEE FIRST REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT APPROVAL BE GIVEN TO PROCEED WITH TENDER CALLS FOR THE FOLLOWING CAPITAL BUDGET ITEMS:

- (i) GREAT HALL STAGE LIGHTS AND DIMMING CONTROL WITH FUNDING IN THE AMOUNT OF \$160,000. TO BE ALLOCATED FROM THE H.E.C.F.I. RESERVE ACCOUNT FOR CAPITAL PROJECTS; and
- (ii) GREAT HALL BANNERS WITH FUNDING IN THE AMOUNT OF \$570,000. TO BE ALLOCATED FROM THE HAMILTON PLACE TICKET SURCHARGE RESERVE ACCOUNT.

THAT THE INSTALLATION OF A HEAT EXCHANGER AND CONTROL VALVE BE CONSIDERED AS A PROJECT FOR THE CENTRAL UTILITIES PLANT TO INCLUDE IN THE CAPITAL BUDGET (1991).

THAT FOLLOWING THE CONCLUSION OF THE 1991 LABATT BRIER THE SPACE PRESENTLY OCCUPIED BY THE BRIER ORGANIZERS BE DESIGNATED FOR USE BY THE REGIONAL POLICE; and

THAT THE SUPERVISOR OF SECURITY AT COPPS COLISEUM LIAISE WITH REGIONAL POLICE ON AN ONGOING BASIS TO ENSURE THAT SPACE IS ALLOCATED ON AN AD HOC BASIS, AS REQUIRED.

MOTION CARRIED.

The following items were received/reviewed and are presented to the Board for information:

- (i) Correspondence;
- (ii) Client Evaluations : Comment Cards;
- (iii) Status Report on Confirmed Events/Performances at Copps Coliseum, June - September, 1990;
- (iv) Monthly Calendar of Events, Hamilton Place;
- (v) Management was requested to present reports on the following:
 - Crowd Control : Copps Coliseum
 - Location Signage : Copps Coliseum
 - Event Security - Hamilton Convention Centre and Hamilton Place;
- (vi) It was agreed that the Operations Committee would assume the schedule previously established for the Copps Coliseum Committee.

5.2.1 Copps Coliseum Committee Minutes of March 21, 1990

MOVED by Alderman Murray, seconded by Mr. Kay that

THE COPPS COLISEUM COMMITTEE MINUTES OF MARCH 21, 1990 BE RECEIVED.

MOTION CARRIED.

5.3 Marketing and Sales Committee First Report

MOVED by Mrs. Dow, seconded by Mr. McFarland that

THE MARKETING AND SALES COMMITTEE FIRST REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT THE DISTRIBUTION OF THE COMPLIMENTARY TICKET ALLOTMENT OF TWENTY-FOUR (24) TICKETS CURRENTLY MAINTAINED BY THE DIRECTOR OF COPPS COLISEUM BE TRANSFERRED TO THE DIRECTOR OF MARKETING AND SALES; and

THAT THE DISTRIBUTION OF FOUR (4) COMPLIMENTARY TICKETS, CURRENTLY MAINTAINED BY THE DIRECTOR OF HAMILTON PLACE AS PART OF THE HAMILTON PLACE COMPLIMENTARY TICKET ALLOTMENT, BE TRANSFERRED TO THE DIRECTOR OF MARKETING AND SALES.

THAT THE DONATED WINE POLICY, AS AMENDED, BE APPROVED:

1. DONATED WINE BE RESTRICTED TO THE FOLLOWING -
 - (i) CHARITABLE ORGANIZATIONS WITH A REGISTERED NUMBER;
 - (ii) NON-PROFIT ORGANIZATIONS WHOSE EFFORTS THE H.E.C.F.I. BOARD DEEMS TO HAVE A DIRECT BENEFIT TO THE COMMUNITY;
 - (iii) CIVIC FUNCTIONS, SPECIAL EVENTS, AND CONFERENCES HOSTED BY THE CITY OF HAMILTON.
2. ALL REQUESTS FOR DONATED WINE MUST BE IN WRITING AND RECEIVED PRIOR TO THE EVENT.
3. THE SOURCE OF THE WINE MUST BE INDICATED IN THE LETTER OF REQUEST, OR IN THE SUBSEQUENT RECOMMENDATION TO THE COMMITTEE.
4. THE WINE MUST BE DONATED FROM AN ONTARIO WINERY.
5. THAT A CORKAGE FEE IN THE AMOUNT OF \$2.00 PER BOTTLE BE CHARGED AT THE DISCRETION OF THE OPERATIONS COMMITTEE WHENEVER A REQUEST FOR DONATED WINE IS RECEIVED.

MOTION CARRIED.

The following items were received/reviewed by the Committee and are presented to the Board for information:

- (i) Correspondence;
- (ii) Status Report on Confirmed Events/Performances at Copps coliseum : June - September, 1990;
- (iii) Calendar of Events, Hamilton Place;
- (iv) The issue of the Parent's Room, Copps Coliseum, was referred to the Operations Committee for its review and recommendations for improvement of the service;
- (v) Staff was directed to prepare a report on the feasibility of levying a patron surcharge on ticket admissions to Copps Coliseum;
- (vi) A report from the McMaster Small Business Consulting Service on the economic impact of the Memorial Cup Hockey tournament upon the Region of Hamilton-Wentworth;
- (vii) Staff was directed to investigate the possibility of advertising H.E.C.F.I. events on the Hamilton Airport Electronic Sign;
- (viii) Staff was directed to develop and circulate as soon as possible a flyer promoting the dinner theatre event(s) which identifies the type of theme to be incorporated with the event;
- (ix) A mock-up of an 'Entertainment Guide' concept which will eventually replace the Copps Coliseum newsletter and the monthly Hamilton Place subscription calendar;
- (x) A report advising that the Department of Marketing and Sales has undertaken a project to revise and upgrade all H.E.C.F.I. collateral materials;
- (xi) Staff was directed to submit a full report to the Operations Committee in respect of renovations to Hamilton Place required to accommodate the Access Awareness Week for the Handicapped;
- (xii) A report from the Director of Marketing and Sales regarding H.E.C.F.I.'s having been chosen as "Corporation of the Month".

5.3.1 Hamilton Place Committee Minutes of April 26, 1990

MOVED by Mr. Kay, seconded by Alderman Murray that

THE HAMILTON PLACE COMMITTEE MINUTES OF APRIL 26, 1990 BE RECEIVED.

MOTION CARRIED.

5.3.2 Hamilton Convention Centre Committee Minutes of April 27, 1990

MOVED by Mr. Tidball, seconded by Mr. Levitt that

THE HAMILTON CONVENTION CENTRE COMMITTEE MINUTES OF APRIL 27, 1990 BE RECEIVED.

MOTION CARRIED.

6. New Business

7. Other Business

7.1 Wall of Conventions

The Director of Marketing and Sales reported that the Wall of Conventions has been installed and is very impressive; that a formal dedication will be held in October.

7.2 Convention Centre Doors

The Manager of Operations reported that the inner entrance doors of the Convention Centre have been replaced and that it is expected that the outer doors will be installed the week of June 25th, 1990. It was recommended that once installation is complete, the air flow be tested.

7.3 Opera Hamilton : Office Space

In response to Mrs. Dow's query, it was reported that at the January 25, 1990 meeting of the Hamilton Place Committee it had been reported that Opera Hamilton is "...preparing other office space. They may stay in all or part of the space they currently occupy." Opera Hamilton has been given free office space in the Standard Life building.

7.4 Hamilton Place Special Task Force

The Managing Director apprised the Board of events to-date in respect of the Special Task Force; - all groups have received written correspondence inviting their selection of a representative and have been provided with a suggested initial agenda. Alderman Gallagher clarified that a representative from each of the Hamilton Place tenant groups have been invited to participate in the Task Force.

Alderman Merling stated that in his capacity as Chairman of the Hamilton Place Committee, he should be kept fully informed. It was

MOVED by Alderman Drury, seconded by Alderman Murray that

THE CHAIRMAN OF THE HAMILTON PLACE COMMITTEE, ALDERMAN H. MERLING, BE APPOINTED TO THE HAMILTON PLACE SPECIAL TASK FORCE.

MOTION CARRIED.

8. Date of Next Meeting

9. Adjournment

MOVED by Mr. DeNardis, seconded by Mr. McFarland that

THE REGULAR SESSION ADJOURN AT 8:41 A.M.

MOTION CARRIED

H.E.C.F.I. Board of Directors
Regular Session
June 15, 1990

Page 9

TAKEN AS READ AND APPROVED

Alderman J. Gallagher, Chairman

Patricia Bennett, Secretary

5.1

Finance and Administration Committee Third Report



Hamilton
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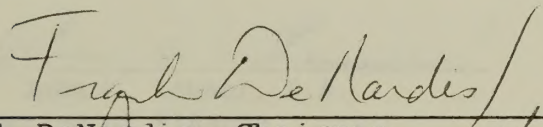
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Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

**FINANCE AND ADMINISTRATION COMMITTEE
THIRD REPORT OF 1990**

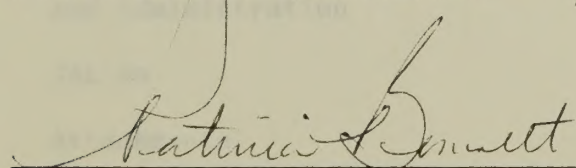
The Finance and Administration Committee presents its **THIRD** Report from its meeting held July 11, 1990 and respectfully submits the following for information:

- (i) The issue of the possible amalgamation of the Arena/Trade Centre and Hamilton Place Foundation was tabled pending receipt of a report from the firm Evans, Philp.
- (ii) It was agreed that the Finance and Administration Committee be appointed as the Scholarship Foundation Review Committee and management was directed to develop terms of reference for the Committee.
- (iii) Consolidated Unaudited Operating Results for the Five Month Period Ended May 31, 1990 for H.E.C.F.I.
- (iv) Consolidated Unaudited Operating Results for the Five Month Period Ended May 31, 1990 for C.U.P.

Respectfully submitted,



Frank DeNardis, Chairman



Patricia Bennett, Secretary



CONFIDENTIAL
EXCLUDED
FROM
DISSEMINATION

CONFIDENTIAL

The purpose of this document is to provide information regarding the activities of the organization and the results of the investigation.

The results of the investigation are as follows: The organization is active in the field of research and development, and the results of the investigation are as follows.

It was found that the organization is active in the field of research and development, and the results of the investigation are as follows.

Confidential information regarding the activities of the organization is provided in this document.

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FOR INFORMATION

MEMO TO: FINANCE AND ADMINISTRATION COMMITTEE

FROM: Mr. J. Leuser, C.A.
Director
Finance and Administration

DATE: June 25, 1990

SUBJECT: MAY FINANCIAL RESULTS - HECFI

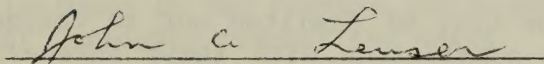
RECOMMENDATION

That the report on May Financial Results for HECFI be received as information.

BACKGROUND

Attached are summaries of each HECFI department's financial results for the five month period ended May 31, 1990.

Please note that comparable numbers for 1989 cannot be shown since they are not available. Due to the implementation of a new computerized accounting system at City Hall in 1989, reports were not available until June 30, 1989. Thus, we are unable to present 1989 comparatives until the period ended June 30, 1990 which will be available for the August committee meeting.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachments



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Hamilton Place Theatre

Summary of Revenue and Expenditures For the Five Month Period Ended May 31, 1990

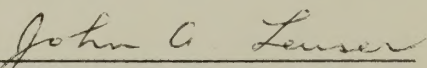
	(1) <u>Budget</u>	(2) <u>Actual</u>	(3) Favorable <Unfavorable> <u>Budget Variance</u>
Revenue	\$ 930,719	\$ 692,970	\$ <237,749>
Expenditures	<u>1,460,598</u>	<u>1,193,461</u>	<u>267,137</u>
Excess of Expenditures Over Revenue From Operations	\$ <u>529,879</u>	\$ <u>500,491</u>	\$ <u>29,388</u>

Comments:

For the five month period ended May 31, 1990, Hamilton Place Theatre realized an under expended municipal contribution of approximately \$29,388 (see row 3, column 3 above). This represents an increase of \$4,204 in the under expended municipal contribution for the year to date as a result of May's operations.

The under expended municipal contributions of \$4,204 for May and \$29,388 for the five month period arose primarily from the net cost allocation from Corporate being under budget by \$30,351.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he



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Copps Coliseum

Summary of Revenue and Expenditures For the Five Month Period Ended May 31, 1990

	(1) <u>Budget</u>	(2) <u>Actual</u>	(3) Favorable <Unfavorable> <u>Budget Variance</u>
Revenue	\$1,069,856	\$1,083,723	\$ 13,867
Expenditures	<u>1,253,659</u>	<u>1,283,336</u>	<u><29,677></u>
Excess of Expenditures Over Revenue From Operations	\$ <u>183,803</u>	\$ <u>199,613</u>	\$ <u><15,810></u>

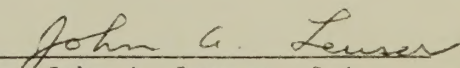
Comments:

For the five month period ended May 31, 1990, Copps Coliseum realized an over expended municipal contribution of approximately \$15,810 (see row 3, column 3 above). This represents a decrease of \$57,348 in the previous under expended municipal contribution for the year to date period as a result of May's operations.

The over expended municipal contribution of \$57,348 for the month of May arose primarily from adjusting previously reported concert revenues to reflect the draft agreement with Concert Productions International and Donald K. Donald Productions Inc.

The over expended municipal contribution of \$15,810 for the five month period arose primarily from the number of actual performances being less than budgeted (48 vs 56).

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he



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Corporate

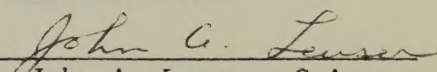
Summary of Revenue and Expenditures For the Five Month Period Ended May 31, 1990

	(1) Budget	(2) Actual	(3) Favorable <Unfavorable> Budget Variance
Revenue	\$ 254,479	\$ 282,190	\$ 27,711
Expenditures	<u>1,125,849</u>	<u>1,016,697</u>	<u>109,152</u>
Excess of Expenditures Over Revenue From Operations	\$ 871,370	\$ 734,507	\$136,863
Allocation of Net Costs to:			
Hamilton Convention Centre	285,818	251,256	34,562
Hamilton Place	296,822	266,471	30,351
Copps Coliseum	<u>288,730</u>	<u>216,780</u>	<u>71,950</u>
Net Costs	<u>NIL</u>	<u>NIL</u>	<u>NIL</u>

Comments:

For the five month period ended May 31, 1990, the Corporate Division realized an under expended municipal contribution of approximately \$136,863 (see row 3, column 3 above). This represents an increase of \$30,644 in the under expended municipal contribution for the year to date period as a result of May's operations.

The \$30,644 under expended municipal contribution for the month of May and the \$136,863 under expended municipal contribution for the five month period arose primarily from favorable box office operations and from below budget advertising and promotion expenditures.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he



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FOR INFORMATION

MEMO TO: **FINANCE AND ADMINISTRATION COMMITTEE**

FROM: Mr. J. Leuser, C.A.
Director
Finance and Administration

DATE: June 25, 1990

SUBJECT: **MAY FINANCIAL RESULTS - CUP**

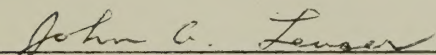
RECOMMENDATION

That the report on May Financial Results for CUP be received as information.

BACKGROUND

Attached is a summary of CUP's financial results for the five month period ended May 31, 1990.

Please note that comparable numbers for 1989 cannot be shown since they are not available. Due to the implementation of a new computerized accounting system at City Hall in 1989, reports were not available until June 30, 1989. Thus, we are unable to present 1989 comparatives until the period ended June 30, 1990 which will be available for the August committee meeting.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

Attachments

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Central Utilities Plant

Summary of Expenditures For The Five Month Period Ended May 31, 1990

Total Net Expenditures - Budget	\$1,153,259
Total Net Expenditures - Actual	<u>1,098,766</u>
Under Expended Municipal Contribution	<u>\$ 54,493</u>

The under expended municipal contribution of approximately \$54,493 for the five month period ended May 31, 1990 declined by \$1,663 as a result of May's operations. This decline was due to higher than anticipated maintenance expenditures.

The under expended municipal contribution of \$54,493 for the five month period arose primarily as a result of:

- 1) salary, wage and benefit cost savings of \$36,725
- 2) energy management costs were \$12,500 under budget
- 3) actual maintenance and administrative costs were below budget


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

5.1.1 Finance and Administration Committee Minutes
of June 6, 1990

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HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

FINANCE AND ADMINISTRATION COMMITTEE

Wednesday, June 6, 1990
8:00 a.m.
Copp's Coliseum, Hamilton Room

REGULAR MINUTES

PRESENT: Mr. F. DeNardis, Chairman
Mr. W. McFarland, Vice-Chairman
Alderman J. Gallagher
Alderman T. Jackson
Alderman T. Murray

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. S. Dockman
Mr. R. Ellison

GUEST: Mr. J. Johnson, Commissioner
Human Resources

REGRETS: Mayor R. Morrow
Alderman W. McCulloch

1. Chairman's Remarks

The Chairman called the meeting to order at 8:15 a.m. The Committee agreed to convene the In-Camera session immediately.

The Finance and Administration and Box Office staff were introduced to the Committee at 9:00 a.m. Staff Members included Janie Hartwell, Karen Stanton, Patti Smith, Kim Turner, Arlene Wright, Linda Ambridge, Heidi Evans, Joan Mills, Ron Wilson, Marilyn Bowlby, Chris Pearson and Julien Nicholson.

2. Correspondence

Nil

3. Minutes of Finance & Administration Committee Meeting of May 9, 1990

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE MINUTES OF THE FINANCE & ADMINISTRATION COMMITTEE MEETING OF MAY 9, 1990 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

Nil

5. Reports

5.1 Consolidated Unaudited Operating Results for the Four Month Period Ended April 30, 1990 for H.E.C.F.I.

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR THE FOUR MONTH PERIOD ENDED APRIL 30, 1990 FOR H.E.C.F.I. BE RECEIVED.

MOTION CARRIED.

5.2 Consolidated Unaudited Operating Results for the Four Month Period Ended April 30, 1990 for C.U.P.

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR THE FOUR MONTH PERIOD ENDED APRIL 30, 1990 FOR C.U.P. BE RECEIVED.

MOTION CARRIED.

6. New Business

7. Other Business

8. Date of Next Meeting

Wednesday, July 11, 1990
12:30 p.m.
Hamilton Room, Copps Coliseum

9. Adjournment

MOVED by Alderman Gallagher, seconded by Mr. McFarland
that

THE MEETING ADJOURN AT 10:25 a.m.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Mr. F. DeNardis, Chairman

Patricia Bennett, Secretary

THE NEW YORK PUBLIC LIBRARY
ASTOR LENOX TILDEN FOUNDATIONS
455 FIFTH AVENUE
NEW YORK, N. Y. 10018

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30. ASTOR LENOX TILDEN FOUNDATIONS
31. 455 FIFTH AVENUE
32. NEW YORK, N. Y. 10018

5.2

Operations Committee Second Report



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OPERATIONS COMMITTEE SECOND REPORT OF 1990

The Operations Committee presents its **SECOND** Report from its meeting held June 27, 1990 and respectfully recommends the following:

1. Crowd Control : Copps Coliseum

THAT STAFF IMPLEMENT THE FOLLOWING MEASURES TO REDUCE CONCOURSE CONGESTION DURING SELL-OUT EVENTS AT COPPS COLISEUM:

- A) INCREASE THE USE OF THE RINK LEVEL EXHIBITION HALL SO AS TO ATTRACT PATRONS TO THIS AREA;**
- B) IMPROVE SERVICE AT THE CONCOURSE CONCESSION STANDS SO THAT PATRONS ARE SERVED MORE EFFICIENTLY AND CONGESTION IN FRONT OF THE STANDS IS NOT ALLOWED TO DEVELOP;**
- C) INCREASE THE USE OF FOOD AND BEVERAGE HAWKERS TO SERVICE PATRONS AT THEIR SEATS;**
- D) ELIMINATE PORTABLE CONCESSION STANDS ON THE CONCOURSE;**
- E) DEDICATE ONE LARGE AREA ON THE CONCOURSE FOR THE SALE OF SOUVENIRS/NOVELTY ITEMS.**

Note: Background documentation is attached.

2. Location Signage : Copps Coliseum

THAT SEATING SECTION IDENTIFICATION SIGNAGE BE INSTALLED AT COPPS COLISEUM AT A COST NOT TO EXCEED \$5,000.; and

THAT STAFF, IN CONJUNCTION WITH THE CITY PURCHASING DEPARTMENT, REQUEST QUOTATIONS FOR THE SUPPLY AND INSTALLATION OF THIS SIGNAGE; and

THAT THE COST FOR THIS WORK BE FINANCED FROM THE COPPS COLISEUM OPERATING BUDGET ACCOUNT NO. HE 56149 83035.

Note: Background documentation is attached.

3. Management of Alcohol : Copps Coliseum

THAT THE FOLLOWING POLICY BE APPROVED TO DEAL WITH THE MANAGEMENT OF ALCOHOLIC BEVERAGES AT COPPS COLISEUM:

- i) THE AGE OF SERVERS MUST BE EIGHTEEN YEARS OF AGE AND OVER;
- ii) A LIMIT OF TWO ALCOHOLIC BEVERAGES PER PERSON AT TIME OF PURCHASE;
- iii) THE EVENTS SECURITY STAFF TO BE RESPONSIBLE FOR THE CONTROL OF ALCOHOLIC BEVERAGES IN THE PUBLIC LICENCED AREAS; HAMILTON-WENTWORTH POLICE TO BE POSTED AT THE PUBLIC LICENCED AREAS AT ALL FUNCTIONS;
- iv) THE PUBLIC LICENCED AREAS TO BE OPEN ONE HOUR PRIOR TO EVENT START TIME;
- v) ALCOHOLIC BEVERAGES TO BE SERVED UNTIL THE MIDDLE OF THE THIRD PERIOD FOR ALL HOCKEY GAMES INCLUDING ANY GAMES THAT MAY GO INTO OVERTIME PERIODS;
- vi) ALCOHOLIC BEVERAGES TO BE SOLD AT THE DISCRETION OF MANAGEMENT FOR CONCERTS. (THERE ARE MANY CONCERTS WHEREBY MANAGEMENT WOULD NOT WANT TO BE OPEN FOR THE PURPOSE OF SELLING ALCOHOLIC BEVERAGES.) THE CUT-OFF POINT WILL BE AFTER THE FIRST INTERMISSION.

Note: Background documentation is attached.

3. Concert Policy/Parent's Room : Copps Coliseum

THAT ALL CHILDREN UNDER THE AGE OF TWELVE MUST BE ACCOMPANIED BY AN ADULT(S) WHEN VIEWING PERFORMANCES AT COPPS COLISEUM; and

THAT A LIMIT OF ONE PERSON, ASSOCIATED WITH A CHILD/CHILDREN OVER THE AGE OF TWELVE YEARS, BE PERMITTED INTO THE PARENT'S ROOM WHILE THAT CHILD/CHILDREN ARE IN ATTENDANCE AT EVENTS AT COPPS COLISEUM.

Note: Background documentation is attached.

4.

H.E.C.F.I. Advertising Policy

Marketing of Municipal Parking for H.E.C.F.I. Events

THAT THE H.E.C.F.I. ADVERTISING POLICY WHICH PROHIBITS THE USE OF MOBILE SIGNS BE AMENDED TO PERMIT THE PARKING AUTHORITY TO ADVERTISE PARKING LOCATIONS DURING MAJOR H.E.C.F.I. EVENTS.

Note: Background documentation is attached.

The following items were received/reviewed by the Committee and are presented to the Board for information:

- (i) Correspondence.
- (ii) Terms of Reference.
- (iii) Following review of the report Extended Box Office Hours the Committee made no amendment to current practice.
- (iv) The report pertaining to "Event Security at Hamilton Convention Centre and Hamilton Place" was returned to staff for correction of the background information. It was agreed that the Operations Committee would convene immediately prior to the July 20th meeting of the Board of Directors (7:45 a.m.) to approve the recommendation.
- (v) Management's June 14, 1990 report regarding installation of "No Smoking" signage.
- (vi) The CEO was directed to send staff to the Pittsburgh Arena to fully investigate the concession system and to present a detailed report which includes a video tape of the concessions in use during an event and the cost of implementing a similar system at Copps Coliseum.
- (vii) The Vice-Chairman advised that the issue of jurisdiction/administration of Commonwealth Square would be discussed at the Hamilton Place Committee meeting.

- (viii) The Director of Operations, HCC, advised that there was a slight delay in the installation of the exterior doors which will now be installed during the week of July 2nd at the latest.
- (ix) Status Report on Confirmed Events, Copps Coliseum (attached to Marketing and Sales Report).
- (x) Client Evaluations.: Comments Cards, Copps Coliseum.
- (xi) Monthly Calendar of Events, Hamilton Place (attached to Marketing and Sales Report).

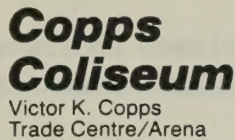
Respectfully submitted,

(Alderman H. Merling / pb)

Alderman H. Merling
Vice-Chairman

Patricia Bennett

Patricia Bennett, Secretary



FOR ACTION

Hamilton Entertainment and Convention Facilities Inc. manages and operates The Hamilton Convention Centre, Hamilton Place Theatre and Copps Coliseum on behalf of The Corporation of The City of Hamilton

- a) limited amount of 'crush space' available on the concourse itself;
- b) areas required to service the needs of the patrons are located on the concourse level, i.e. food concessions, washrooms, souvenir stands, smoking areas;
- c) access to and egress from the spectator seating areas is provided from the concourse level.

From the identification of the above noted conditions, appropriate measures can be taken in an attempt to reduce the effects of same. Specifically;

- a) crush space - so as to provide an alternate area for patrons to congregate, access to the rink level exhibition area must be afforded. Presently, access is provided through the lower bowl seating sections. However, should we increase the use of the exhibition area and expand the size of same, a more appropriate means of access to the rink level would be required. Patrons could be directed through the Bay Street main entrance lobby and down the escalators to the rink level. Although this route is less direct, it would handle a larger volume of people once established.
- b) concessions - the permanent concession stands on the concourse create congestion in that a large number of patrons require service during a short period of time, i.e. intermissions. Action by the concessionaire to speed up service must be taken, i.e. provision of cash registers, improve efficiency of servers. In addition, a more orderly method of queuing patrons could be instituted which would involve the placement of railings to direct patrons through the concession stands. This would prevent patrons from lining up across the width of the concourse thereby causing a barrier to concourse flow.

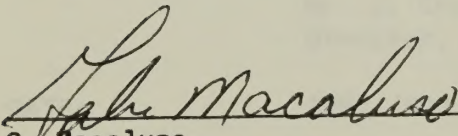
With respect to the location of portable concession stands on the concourse, same should not be allowed during sold out events. Although these portable stands do aid in alleviating congestion at the permanent stands, same could also be accomplished by increasing the number of mobile food and beverage hawkers. By increasing the number of hawkers, patrons can be served without leaving their seats thereby reducing the need to travel to the concourse.

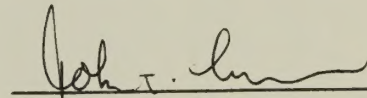
- c) souvenir stands - portable souvenir stands situated at various locations on the concourse also contribute to congestion. To overcome this problem, all souvenir stands could be relocated to the west concourse beer garden area. This would effectively create one large area on the concourse for souvenir sales. Additional souvenir sales areas could be created on the rink level exhibition area to supplement the main concourse location.

The beer garden area would then be relocated to the rink level exhibition hall. This would effectively create one area within the Coliseum for the sale of alcoholic beverages.

SUMMARY:

The area available on the concourse for crush space is limited due to the physical layout of the area. When attendance at events exceeds 15,000, concourse congestion becomes a problem. The above recommendations are put forward to address same.


G. Macaluso,
Managing Director/CEO.


J. Crane,
Director, Copps Coliseum.

1. The first section of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum mechanics.

2. The second section of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum mechanics.

3. The third section of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum mechanics.

4. The fourth section of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum mechanics.

5. The fifth section of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum mechanics.

6. The sixth section of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum mechanics.



Copps Coliseum

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

FOR ACTION

MEMO TO: OPERATIONS COMMITTEE

FROM: Mr. G. Macaluso,
Managing Director/CEO

Mr. J. Crane,
Director, Copps Coliseum

DATE: 1990 June 15

SUBJECT: COPPS COLISEUM - Seating Section Identification Signage

RECOMMENDATION:

1. That seating section identification signage be installed at Copps Coliseum at a cost not to exceed \$5,000.00.
2. That staff, in conjunction with the City Purchasing Department, request quotations for the supply and installation of this signage.
3. That the cost for this work be financed from the Copps Coliseum Operating Budget Account No. HE 56149 83035.

BACKGROUND:

At the May 23, 1990 meeting of the Operations Committee, management was directed to prepare a report outlining alternatives in respect of the installation of seating section identification signage in the interior of the arena.

This signage would serve to identify lower and upper bowl seating sections so that event staff and patrons could easily identify same from any location within the seating area. So as to provide the desired identification, the installation of numerical signage of sufficient size and visibility, centred immediately above the respective seating section, would be required.

Specifically;

a) Location -

- i) Lower bowl; the concrete band which encircles the arena and separates the lower and upper bowls is the ideal location for the signage. However, since the face of this band is reserved for advertising panels (existing and future) and 'out of town' scoreboards (future), space is not available for seating section identification.

An acceptable alternative would involve suspension of the signage from the underside of the concrete stairs leading to the upper bowl seating. The section sign would be placed down far enough so as to clear the bottom edge of the existing advertising panels thereby affording unobstructed visibility. Refer to attached sketch SK-1 detailing this installation.

- ii) Upper bowl; section signage could be easily installed on the acoustical masonry block wall at the top of the upper bowl seating. With the future installation of private boxes along this same wall, affected signage would have to be relocated.

b) Signage -

- i) Quantities; a total of sixty-four (64) signs are required, i.e. lower, sections 101 to 128; upper, sections 201 to 236.
- ii) Size; section numbers must be large enough to ensure legibility however, overall sign dimensions must be minimized to limit the visual impact, i.e. signage must convey information without being overpowering. The Ministry of Transportation and Communications standard for highway signage recommend one (1") inch character height for every thirty-five (35) feet of viewing distance. On this basis, the following sign sizes can be determined;

Lower bowl - maximum viewing distance 350 feet;
- character height 10 inches;
- overall sign dimensions 12 by 18 inches.

Upper bowl - maximum viewing distance 395 feet;
- character height 12 inches;
- overall sign dimensions 14 by 22 inches.

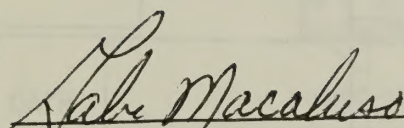
- iii) Style; so as to achieve maximum contrast, it is recommended that white characters be set against a black background. Character style to be Helvetica Bold.

c) Estimated Cost -

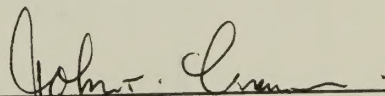
A cost estimate submitted by Actagraph Lettering Inc. of \$4,350.00 has been provided for the supply and installation of the above described signage.

d) Project Financing -

Although the financing required for this project has not been specifically provided for in the 1990 operating budget, monies are available from Account No. HE 56149 83035 Operating Purchases/Services, to finance the cost of the recommended work.

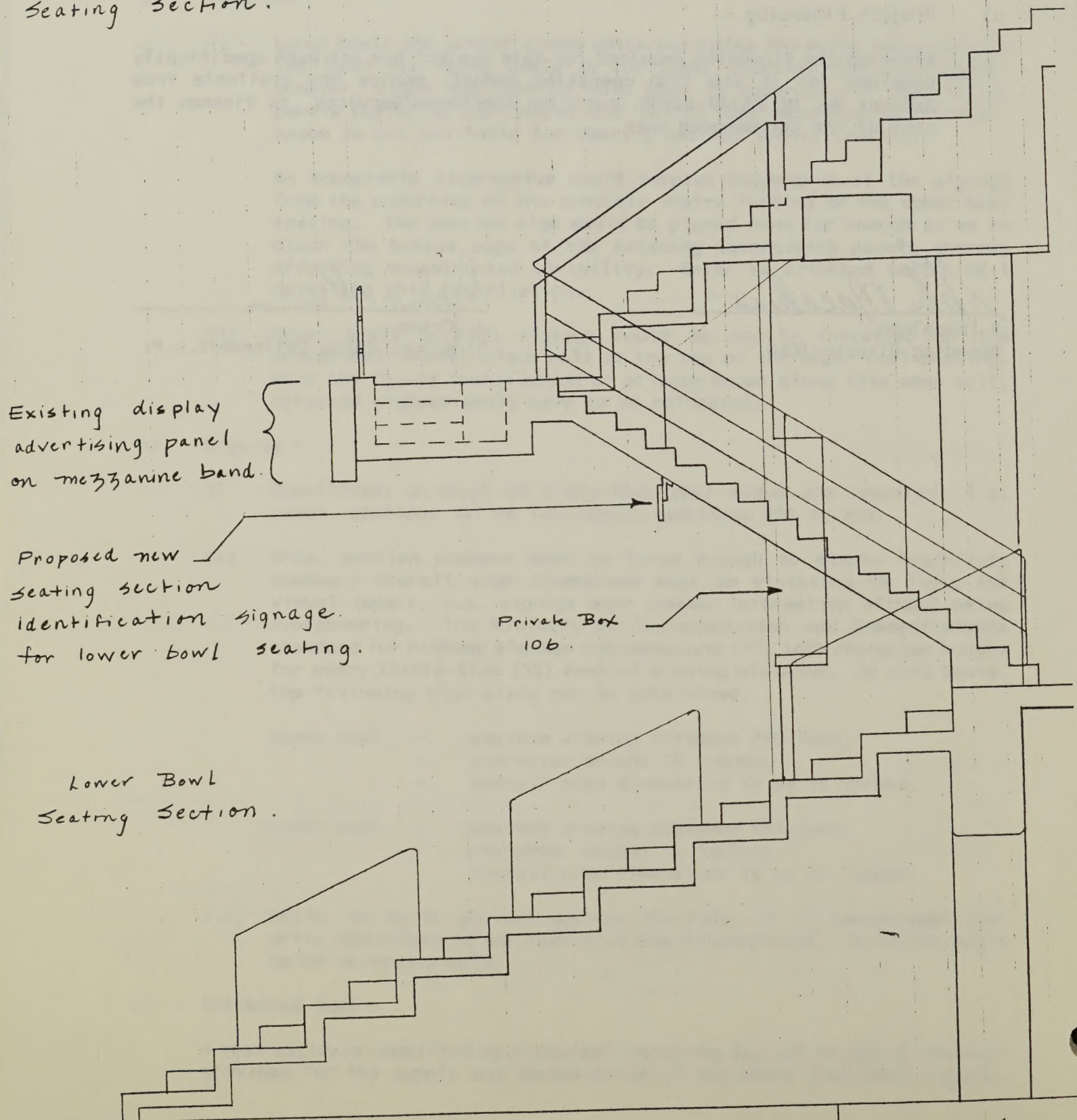


G. Macaluso,
Managing Director/CEO.



J. Crane,
Director, Copps Coliseum/C.U.P.

Upper Bowl
Seating Section.



Existing display
advertising panel
on mezzanine band.

Proposed new
seating section
identification signage
for lower bowl seating.

Private Box
106

Lower Bowl
Seating Section.

COPPS COLISEUM ~ Typical Cross Section
Through Mezzanine Band.

SK-1

Scale: $\frac{1}{4}" = 1'-0"$

Date: 90 May 14.



Copps Coliseum

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

FOR ACTION

MEMO TO: OPERATIONS COMMITTEE

FROM: Mr. G. Macaluso,
Managing Director/CEO

Mr. J. Crane,
Director, Copps Coliseum

DATE: 1990 June 18

SUBJECT: COPPS COLISEUM - Management of Alcohol

RECOMMENDATION:

That the following policy be approved to deal with the management of alcoholic beverages at Copps Coliseum:

- i) The age of servers must be eighteen years of age and over.
- ii) A limit of two alcoholic beverages per person at time of purchase.
- iii) The Events Security staff to be responsible for the control of alcoholic beverages in the public licenced areas; Hamilton-Wentworth Police to be posted at the public licenced areas at all functions.
- iv) The public licenced areas to be open one hour prior to event start time.
- v) Alcoholic beverages to be served until the middle of the third period for all hockey games including any games that may go into overtime periods.
- vi) Alcoholic beverages to be sold at the discretion of management for concerts. There are many concerts whereby you would not want to be open for the purpose of selling alcoholic beverages. The cut-off point will be after the first intermission.

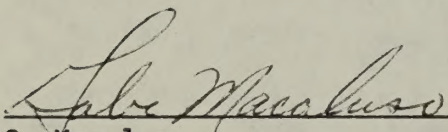
BACKGROUND:

In preparing the above policy, the following facilities were contacted with respect to how they manage and control the selling and serving of alcoholic beverages:

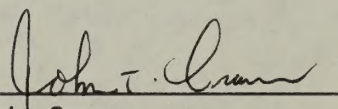
- Calgary Saddledome
- Winnipeg Arena
- P.N.E. (Vancouver)
- Edmonton Northlands
- Montreal Forum
- Maple Leaf Gardens

Management at the above facilities stated that they do not have written policies with regards to the sale of alcoholic beverages. The recommendations submitted herewith are basically the same as the way these facilities manage and control alcoholic beverage services at their respective buildings.

I have also had discussions with Mr. Paul Randles, General Manager of Volume Concession Services with regards to this subject matter and he has prepared the enclosed report. As requested, a verification of the names and ages of personnel who serve alcoholic beverages at Copps Coliseum, on behalf of Volume Concession Services Inc., is also enclosed.



G. Macaluso,
Managing Director/CEO.



J. Crane,
Director, Copps Coliseum.

VOLUME CONCESSION SERVICES INC.

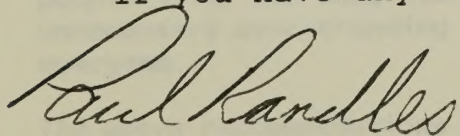
TO: John Crane
FROM: Paul Randles
DATE: June 12 1990
SUBJECT: Bars
COPIES: Alex Todd

Please find attached a list of our current bartenders and their ages. All of our bartenders meet the L.C.B.O. requirements of 18 years of age and older.

To control the quantity of beer sold to each person we have a self imposed limit of two beers each. To enforce this we do not allow anyone to carry away more than 2 beers at a time. We do allow someone to purchase more than two beers as long as he has someone else help him carry them back and drink them. The problem with over drinking could be reduced if we closed the bars at times when the play is in effect or when the opening act is on. In most situations there is not enough time for anyone to become intoxicated. The problems are generally people who don't attend the event but spend all their time in the beer gardens. If anyone has accumulated beer to drink during time when play is on, he or she should be asked to move on as the beer garden is closing. Responsible people who want to have a beer during an intermission should not be penalized because of a few offenders.

Management has been through the L.C.B.O. program required for all new licensees. Any further training for management in the area of alcohol management is welcome.

If you have any further question please ask.



Paul Randles
PR/pw

VOLUME CONCESSION SERVICES INC.

Randy Armstrong	21
Rob Baldwin	21
Mary Ann Barns	28
Brian Bennalick	23
Andrea Bishop	22
Eric Blinkhorn	22
Ian Cowe	23
Leanne Coyle	20
Brent Crowther	21
Brian Curran	20
Sherry Gagnon	23
Jennifer Gagnon	21
Jennifer Higgins	22
Luzmino Isidro	24
Laura Janisse	21
Mark Johnson	24
Cameron Lille	22
Kathy Linton	20
Mari Bell Lopez	33
Steve Metham	25
Todd Methan	20
Daniel MacPherson	22
Jan McDonald	22
Lisa McLeod	21
John Pawluck	26
Terry Price	22
Dennis Racauskas	22
Tracy Rushton	22
Simon Ruzzier	23
Carrie Stott	21
Lorri Templeton	21
Toskas Demetriois	20
Dan Vilar	25
Steve Walker	19
John Williams	22
Eric Wojack	21
John Zsofcson	20
Pete-Gaye Stuart	22
Corrie Hutton	23
Coillian Holder	22
Lucy Biluszenko	35
Barb Page	24
Thea Patton	30
Mike Patton	37



Copps Coliseum

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

FOR ACTION

MEMO TO: OPERATIONS COMMITTEE

FROM: Mr. G. Macaluso,
Managing Director/CEO

Mr. J. Crane,
Director, Copps Coliseum

DATE: 1990 June 12

SUBJECT: COPPS COLISEUM - Concert Policy for Children

RECOMMENDATION:

- That 1) all children under the age of twelve must be accompanied by an adult(s) when viewing performances at Copps Coliseum;
- 2) a limit of one person, associated with a child/children over the age of twelve years, be permitted into the parents room while that child/children are in attendance at events at Copps Coliseum.

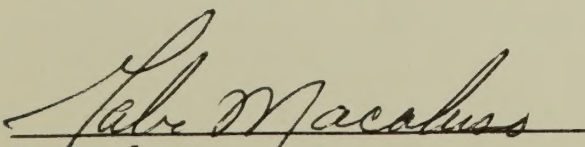
BACKGROUND:

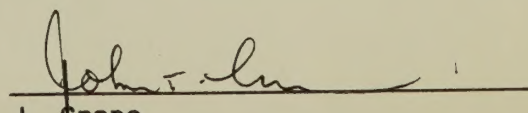
Prior to the New Kids on the Block concert on March 23, 1990, the media lounge located on the arena level was used as a parents room. Our experience has been that no more than fifteen to twenty adults utilized the parents room in the past. A television was set up in the room with coffee and donuts provided by Volume Concession Services Inc.

However, the New Kids on the Block concert caught us all by surprise. There were many children under the age of twelve sitting by themselves and once the lights were out and the noise of the crowd and sound systems became evident, some children became frightened. We were also surprised to find that as many as three people from the same family were waiting in the parents room. This caused unnecessary over-crowding and we just did not have enough chairs to accommodate everyone.

The above recommendations have been discussed with the Director of Marketing and Sales who feels that this policy will not be detrimental insofar as our promoters are concerned. Also, the above recommendations have been developed in consultation with legal counsel who feel this is a building policy decision.

I believe the above recommendations will alleviate the problems we experienced with the Parents Room during the New Kids on the Block concert.


G. Macaluso,
Managing Director/CEO.


J. Crane,
Director, Copps Coliseum.

CHAIRMAN:
THOMAS D. ADAMSON

MEMBERS:
ALDERMAN VINCE AGRO
ALDERMAN JOHN GALLAGHER



THE PARKING AUTHORITY OF THE CITY OF HAMILTON

PETER G. BAKER
GENERAL MANAGER

TELEPHONE: (416) 523-PARK
FAX: (416) 523-0878

80 MAIN STREET WEST, HAMILTON, ONTARIO L8P 1H6

28 May 1990

Mr. Gabe Macaluso
Managing Director/CEO
HECFI
101 York Boulevard
Hamilton, Ontario
L6R 3L4

Dear Sir:

RE: MARKETING OF MUNICIPAL PARKING FOR HECFI EVENTS

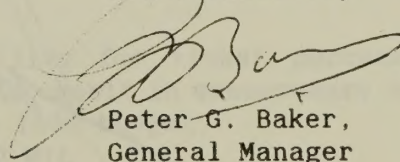
I found our recent meeting to be most helpful in coming to an understanding of how HECFI and the Parking Authority might work together to enhance the parking arrangements for your patrons.

In the course of our discussions you mentioned that it is against current HECFI Board policy to allow portable signage outside any of your buildings.

It is my feeling that, from time to time, it might be prudent to increase awareness of the available Municipal Parking through the use of such signs. I would ask that you have this matter brought back for re-consideration by your Board. Under proper controls and standards a portable sign would not significantly detract from the facade of Copps Coliseum or the Convention Centre. Since I came to my present position the Parking Authority has purchased two of these signs and found them to be very effective.

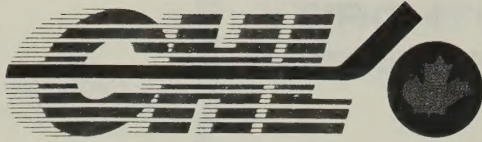
I look forward to working with you in this matter; and you can count on getting full support from the Parking Authority as you strive to set new levels of achievement for HECFI.

Yours sincerely,



Peter G. Baker,
General Manager

cc Alderman John Gallagher



CANADIAN
HOCKEY
LEAGUE

305 Milner Avenue, Suite 208
Scarborough, Ontario M1B 3V4
Tel. (416) 298-3523
Fax. (416) 298-3187

May 16, 1990

Mr. John Crane, Director
Copps Coliseum
101 York Blvd.
Hamilton, Ontario
L8R 3L4

Dear John:

I just wanted to take this opportunity to thank you and your entire staff for the co-operation you gave us during the 1990 Memorial Cup.

The media attention that we received at this year's Memorial Cup was unparalleled and it was only through the support of you and your staff that we were able to accommodate and host a media gathering of this type.

I am sure you will agree that this year's Memorial Cup was an outstanding event in all areas and a real boost to the Canadian Hockey League and the City of Hamilton.

Thanks again for your outstanding support and we look forward to working with you in the near future.

Sincerely,

JIM PRICE
Director of Information
CANADIAN HOCKEY LEAGUE

JP/rk



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

FOR INFORMATION

MEMO TO: **OPERATIONS COMMITTEE**

FROM: **Mr. G. Macaluso**
 Managing Director/CEO

Mr. J. Leuser, C.A.
 Director
 Finance and Administration

DATE: **June 1, 1990**

SUBJECT: **EXTENDED BOX OFFICE HOURS**

RECOMMENDATION

That the report relative to extended Box Office hours be received for information.

BACKGROUND

As requested, we have reviewed the possibility of extending box office hours to 9:00 p.m. on Thursday and Friday nights.

As far as we can ascertain, the box office has never been open on non-event nights past 6:00 p.m. Early in the 1980's it was decided, as a result of low sales volumes, to cut back the box office hours from 6:00 p.m. to 5:30 p.m.

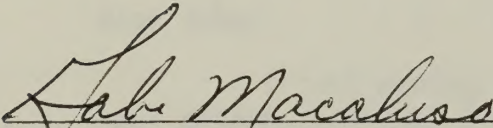
In our opinion, the main category of ticket purchasers for our facilities comes from people working in the downtown core area rather than shoppers. On Thursday and Friday nights prospective purchasers can obtain tickets from TicketMaster outlets, by calling the TicketMaster phone room or by calling our phone room (it is open to 9:00 p.m.). Shoppers in Jackson Square can purchase their tickets at the Connaught Ticket Agency.

Since there exists good availability for ticket purchases, we believe that extending the box office hours would result in unnecessary additional costs which have not been provided for in the 1990 budget.

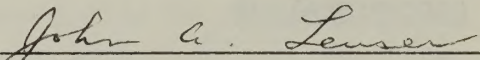
We would need to have one part-time employee and one full-time employee at each of the Hamilton Place and Copps Coliseum box offices (the full-time employee is necessary to close the box office). Since we have only two full-time employees at each location and since these employees must be present on event nights, cover a six day operation and cover for vacations, extending the hours of operation will place an added strain on the full-time personnel. We could, of course, hire additional staff.

The cost of two part-time employees for the added 3.5 hours each night is approximately \$60. At an average ticket price of \$15 we would need to sell 4 tickets for the gross ticket sales to equal our cost. We do not, however, keep all of this money since many of our shows are rentals. Assuming we keep 20% of total ticket sales we would need to sell 20 tickets to pay for the cost of the part-time staff only. Further, all of these sales would need to represent tickets that would not have been sold otherwise. In our opinion, few of these ticket sales would be lost if the box office were not open these extended hours. Accordingly, the break even is considerably higher than previously stated (probably in the neighbourhood of 100 tickets).

Neither Marilyn nor Tom Worrall of TicketMaster is aware of any other box office which is open these extended hours on non-event nights.



Mr. Gabe Macaluso
Managing Director/CEO



Mr. John A. Leuser, C.A.
Director of Finance
and Administration

:he



**Copps
Coliseum**

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

FOR INFORMATION

MEMO TO: OPERATIONS COMMITTEE

FROM: Mr. G. Macaluso,
Managing Director/CEO

Mr. J. Crane,
Director, Copps Coliseum

DATE: 1990 June 14

SUBJECT: Public Smoking : Copps Coliseum

RECOMMENDATION:

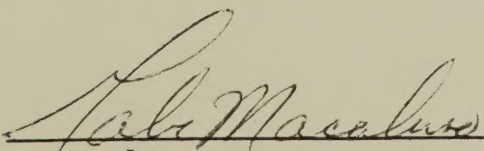
The following report is provided for information purposes.

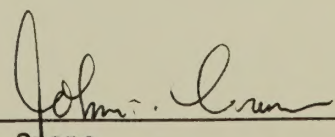
BACKGROUND:

At the May 18th meeting of the Board of Directors, the issue of public smoking within Copps Coliseum and by-law enforcement signage relating to same, was referred to the Operations Committee for follow up.

With respect to the existing signage posted within the Coliseum, Mr. L. Staley, Smoking Control Officer, advised that these signs do not comply with the City of Hamilton By-Law 80-258, Section 21.

Subsequently, the signage recommended by Mr. Staley has been purchased from the City Clerk's Department, Licencing Division and these signs will be erected throughout the Coliseum where smoking by the public is prohibited, i.e. at all access points to the arena seating sections.


G. Macaluso,
Managing Director/CEO.


J. Crane,
Director, Copps Coliseum/C.U.P.



**Copps
Coliseum**

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

FOR INFORMATION

MEMO TO: OPERATIONS COMMITTEE

FROM: Mr. G. Macaluso,
Managing Director/CEO

Mr. J. Crane,
Director, Copps Coliseum

DATE: 1990 June 18

SUBJECT: COPPS COLISEUM - Client Evaluation/Comment Cards

RECOMMENDATION:

For information purposes.



Copps Coliseum

Victor K. Copps
Trade Centre/Arena

CLIENT EVALUATION

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Attention: Director
Tel. 416/527-7900

We very much appreciate if you would take the time to complete this questionnaire.

Your comments will assist us in reviewing our overall performance.

PROMOTER Mr. Bill Mallatratt, Executive Director, ORVDA

ADDRESS 17 Old Indian Trail, Lagoon City, Brechin, Ontario. L0K 1B0

DATE OF EVENT 1990 Hamilton Travelcamping Show - February 22-25, 1990

	Yes	No	Comments
BOOKING			
Was the Sales Executive helpful?	☒	☐	
Were you given all details regarding rental rates and other costs?	☒	☐	
Do you feel the rates and costs are fair?	☒	☐	
Were the dates you wanted available?	☒	☐	
BOX OFFICE			
Was the Box Office Manager helpful?	☒	☐	
Were you given all details regarding Box Office fees and procedures?	☒	☐	
Was the service satisfactory?	☒	☐	
EVENT CO-ORDINATION			
Was the Events Manager/Assistant helpful?	☒	☐	
Was the service/co-operation satisfactory?	☒	☐	
Did you receive technical advice?	☒	☐	
Was the set-up satisfactory?	☒	☐	
OPERATIONS			
Was the building clean?	☒	☐	
Was the building temperature satisfactory?	☒	☐	
Were the dressing rooms satisfactory?	☒	☐	
Were the media/promoter rooms satisfactory?	☒	☐	
SECURITY			
Was the Security Supervisor helpful?	☒	☐	
Was the Security Entrance Guard helpful?	☒	☐	
Was the Building Security adequate?	☒	☐	
SETTLEMENT			
Was the Finance Director/Assistant helpful?	☒	☐	
Were all event costs itemized?	☒	☐	
Was the breakdown of costs satisfactory?	☒	☐	

GENERAL COMMENTS A pleasure producing an event at Copps Coliseum. Everyone is very co-operative. Parking is a problem due to traffic into Jackson Square Mall.

COMMENT CARD

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Anne Murray & George Fox

DID YOU ENJOY THE EVENT? yes

WERE YOU SATISFIED WITH:

	YES	NO	COMMENTS
STAFF	☒	☐	
FACILITY	☒	☐	
CONCESSIONS	☒	☐	
OTHER	☐	☐	

SUGGESTIONS: put a Bank Machine inside Building

NAME: _____

ADDRESS: _____

PHONE NUMBER: _____

THANK YOU

COMMENT CARD

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: George Fox - Anne Murray

DID YOU ENJOY THE EVENT? yes

WERE YOU SATISFIED WITH:

	YES	NO	COMMENTS
STAFF	☒	☐	
FACILITY	☐	☒	
CONCESSIONS	☐	☒	
OTHER	☐	☐	

SUGGESTIONS: more washrooms & ground level - more cheer & pop concessions
no asktays

NAME: _____

ADDRESS: _____

PHONE NUMBER: _____

THANK YOU

COMMENT CARD

Customer
Name

Group
or
Location

Comments (Please print or type)

Comments (Please print or type)

Comments (Please print or type)

Comments (Please print or type)

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5.2.1 Operations Committee Minutes of May 23, 1990

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

OPERATIONS COMMITTEE

Wednesday, May 23, 1990
12:00 Noon
Copps Coliseum, Hamilton Room

REGULAR MINUTES

PRESENT: Alderman T. Murray, Chairman
Mr. G. Kay
Mr. N. Levitt
Mr. A. DiIanni

ALSO PRESENT: Mr. G. Macaluso
Mr. S. Dockman
Mr. T. Burrows
Mr. R. DiFilippo
Mr. B. Calder
Mr. W. Fletcher

MEDIA: Mr. K. Peters, The Spectator

REGRETS: Alderman H. Merling

1. Chairman's Remarks

The Chairman called the Regular Session to order at 1:02 p.m. The Terms of Reference for the Operations Committee were received for information; the Chairman suggested that they be included on the agenda of the next meeting for discussion purposes.

The Operations staff of the Hamilton Convention Centre were introduced to Committee Members. Messrs. Bruce McCrady, Peter Kopach and Alan Ginn briefly described their duties at the Convention Centre.

The Operations staff of Copps Coliseum were introduced to Committee Members. Ms. G. McCaffrey, Mrs. B. Drury, Messrs. B. Calder, J. Elder, J. van den Heuvel, D. Kelly, W. Fletcher, from Copps Coliseum and Messrs. R. Desnoyers, W. Douglas, G. Lepitre and T. Fehr from the Central Utilities Plant briefly described their duties at Copps Coliseum and the C.U.P.

Operations staff from Hamilton Place will be invited to attend the next Operations Committee meeting.

The Box Office Manager, Marilyn Bowlby, and Box Office Supervisor, Linda Perschini were introduced; both gave brief explanations regarding their duties. It was noted that Chris Pearson, Box Office Supervisor at Hamilton Place, was on vacation.

2. Correspondence

MOVED by Mr. Levitt, seconded by Mr. DiIanni that

CORRESPONDENCE DATED APRIL 27, 1990 FROM THE GOOD SHEPHERD CENTRES EXPRESSING APPRECIATION FOR THE DONATION OF FOOD BE RECEIVED.

MOTION CARRIED.

3. Reports

3.1 Copps Coliseum

3.1.1 Minutes of Copps Coliseum Committee Meeting of March 21, 1990

MOVED by Mr. Kay, seconded by Mr. Levitt that

THE MINUTES OF THE COPPS COLISEUM COMMITTEE MEETING OF MARCH 21, 1990 BE APPROVED.

MOTION CARRIED.

3.1.2 Police Room

The Committee reviewed Mr. Macaluso's May 15th report. Following brief discussion it was

MOVED by Mr. Kay, seconded by Mr. DiIanni that

FOLLOWING THE CONCLUSION OF THE 1991 LABATT BRIER THE SPACE PRESENTLY OCCUPIED BY THE BRIER ORGANIZERS BE DESIGNATED FOR USE BY THE REGIONAL POLICE; and

THAT THE SUPERVISOR OF SECURITY AT COPPS COLISEUM LIAISE WITH REGIONAL POLICE ON AN ONGOING BASIS TO ENSURE THAT SPACE IS ALLOCATED ON AN AD HOC BASIS, AS REQUIRED.

MOTION CARRIED.

3.1.3 Damage to Supply Electrical Cable : City Hall

This issue was discussed during the In-Camera session.

3.1.4 Client Evaluations : Comment Cards

MOVED by Mr. Kay, seconded by Mr. Levitt that

THE CLIENT EVALUATIONS : COMMENT CARDS BE RECEIVED.

MOTION CARRIED.

It was noted that the music played during events is at the discretion of the promoter(s).

3.1.5 Status Report on Confirmed Events

MOVED by Mr. DiIanni, seconded by Mr. Levitt that

THE STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES AT COPPS COLISEUM, JUNE - SEPTEMBER, 1990 BE RECEIVED.

MOTION CARRIED.

3.1.6 Other Business

Crowd Control

Management was requested to prepare a report, including recommendations, which addresses the problem of crowd control on the concourse level during sell-out events. The Committee requested management to review the areas of: crowds at the food concessions; limited access to the Exhibition area; the set-up of novelty displays; an increase in the number of food and beverage hawkers; the installation of satellite concessions and the installation of directional monitors for patrons.

Signage

Management was requested to prepare a report outlining alternatives in respect of the installation of location signage in the interior of the arena.

3.2 Central Utilities Plant

3.2.1 Control of Interior Environment Conditions :
Installation of a Heat Exchanger and Control
Valve

MOVED by Mr. Kay, seconded by Mr. Levitt that

THE INSTALLATION OF A HEAT EXCHANGER AND CONTROL VALVE
BE CONSIDERED AS A PROJECT FOR THE CENTRAL UTILITIES
PLANT TO INCLUDE IN THE CAPITAL BUDGET (1991).

MOTION CARRIED.

3.3 Hamilton Place

3.3.1 Capital Budget Items 1990

MOVED by Mr. Kay, seconded by Mr. Levitt that

APPROVAL BE GIVEN TO PROCEED WITH TENDER CALLS FOR THE
FOLLOWING CAPITAL BUDGET ITEMS:

- (i) GREAT HALL STAGE LIGHTS AND DIMMING CONTROL WITH FUNDING IN THE AMOUNT OF \$160,000. TO BE ALLOCATED FROM THE H.E.C.F.I. RESERVE ACCOUNT FOR CAPITAL PROJECTS; and
- (ii) GREAT HALL BANNERS WITH FUNDING IN THE AMOUNT OF \$570,000. TO BE ALLOCATED FROM THE HAMILTON PLACE TICKET SURCHARGE RESERVE ACCOUNT.

MOTION CARRIED.

3.3.2 Monthly Calendar of Events

The Hamilton Place Calendar of Events for the months of May through December were received for information.

3.4 Hamilton Convention Centre

Nil

4. New Business

Nil

5. Other Business

Nil

6. Date of Next Meeting

It was agreed that the Operations Committee would assume the schedule established for the Copps Coliseum Committee. The next meeting will take place

Wednesday, June 27, 1990

12:00 Noon

Copps Coliseum, Hamilton Room

7. Adjournment

MOVED by Mr. Kay, seconded by Mr. Levitt that

THE MEETING ADJOURN AT 2:25 P.M.

MOTION CARRIED.

H.E.C.F.I. Operations Committee
Regular Session
May 23, 1990

Page 6

TAKEN AS READ AND APPROVED

Alderman T. Murray, Chairman

Patricia Bennett, Secretary

5.3

Hamilton Place Committee Fifth Report



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

HAMILTON PLACE COMMITTEE FIFTH REPORT OF 1990

The Hamilton Place Committee presents its **FIFTH** Report from its meeting held June 28th, 1990 and respectfully recommends the following:

1. Commonwealth Square : Jurisdictional Rights

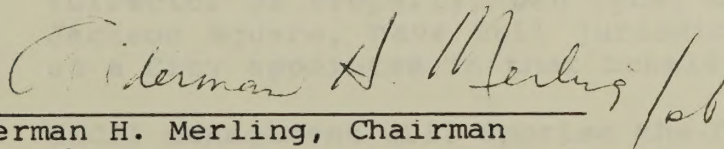
THAT STAFF BE DIRECTED TO FORMALLY REQUEST APPROVAL OF THE CITY OF HAMILTON, VIA THE COORDINATOR OF LLOYD D. JACKSON SQUARE AND DIRECTOR OF PROPERTY, TO EXTEND THE HAMILTON PLACE LIQUOR LICENCE TO INCLUDE THE AREA DIRECTLY OUTSIDE THE PIANO NOBILE, LEADING ON TO COMMONWEALTH SQUARE.

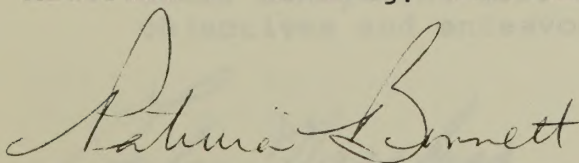
Note: Mr. D. Vyce was in attendance at the June 28th meeting. Background information is attached.

The following items were received/reviewed by the Committee and are presented to the Board for information:

- (i) The Facility Director's Report (attached to the Operations Report).
- (ii) Summary of Revenue and Expenditures for the five Month Period Ended May 31, 1990.
- (ii) A report from the Board Secretary advising that the Finance and Administration had struck a Scholarship Foundation Review Committee.

Respectfully submitted,


Alderman H. Merling, Chairman


Patricia Bennett, Secretary

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100-100000
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THE UNITED STATES DEPARTMENT OF JUSTICE

INVESTIGATION OF THE ACTS OF VIOLENCE
COMMITTED BY THE KLU KLUX KLAN
IN THE STATE OF MISSISSIPPI

REPORT OF THE COMMISSIONER OF INVESTIGATION

THE FOLLOWING IS A SUMMARY OF THE
EVIDENCE OBTAINED BY THE
COMMISSIONER OF INVESTIGATION
IN HIS INVESTIGATION OF THE
ACTS OF VIOLENCE COMMITTED BY
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IN THE STATE OF MISSISSIPPI



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

FOR INFORMATION

MEMO TO: HAMILTON PLACE COMMITTEE
OPERATIONS COMMITTEE
MARKETING AND SALES COMMITTEE

FROM: Gabe Macaluso
Managing Director/CEO

DATE: June 19, 1990

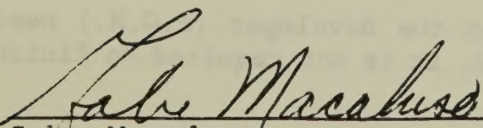
SUBJECT: COMMONWEALTH SQUARE :
JURISDICTIONAL ISSUES

RECOMMENDATION

THAT THE ATTACHED DOCUMENTATION PERTAINING TO THE
ADMINISTRATION/JURISDICTION OF COMMONWEALTH SQUARE BE RECEIVED
FOR INFORMATION.

BACKGROUND

- The issue of Commonwealth Square jurisdiction was raised at the April meeting of the Hamilton Place Committee. The Committee, at that time, was reviewing the various aspects of opening a licenced patio and of running dinner-theatre theme nights. It was clear that in order to proceed with either project clarification in respect of jurisdiction/administration of Commonwealth Square was required.
- The Secretary to the Board corresponded with the City Clerk on April 26, 1990 requesting clarification.
- The documentation clearly states that "...HECFI has no jurisdiction whatsoever over Commonwealth Square, whereas you, (Director of Property, Dan Vyce) as Coordinator of Lloyd D. Jackson Square, have full jurisdiction to control that area as a City appointee in that behalf."
- HECFI management will apprise the Director of Property of its objectives and endeavour to conclude the projects.


Gabe Macaluso
Managing Director/CEO

Corporation of the City of Hamilton

Memorandum

TO: Mr. D. W. Vyce
Director of Property and
Co-ordinator, Lloyd D. Jackson Square

YOUR FILE:

FROM: Philip R. A. Hooker
City Solicitor's Office

OUR FILE: 60-1/90.0(a)
PHONE: (416) 546-4684

SUBJECT: Commonwealth Square
("Art Gallery Plaza")

DATE: 1990 May 29

A few months ago, you asked me several questions pertaining to the captioned subject.

I believe your first question was, Who in the City administration controls bookings of special events on the captioned area?

The answer is, The Corporation of the City of Hamilton controls the use of the plaza space absolutely unless and until it has received notice that the Art Gallery of Hamilton wishes to commence construction of Phase II of the Gallery as referred to in section 2.01(g) of the November 1, 1975 Development Agreement between the City and Art Gallery of Hamilton.

The City may use that space for "any purposes, conforming to the then existing zoning thereof", until the City receives a "construction notice" from Art Gallery of Hamilton; at that point, the City then has to give vacant possession within the time frames outlined: section 2.01(d)(e)(f)(g).

It should be noted that the said Development Agreement provides for a "Co-ordinator" as defined in section 1(g) which position is appointed by the City and is currently yourself (D. W. Vyce).

The Development Agreement makes it clear that the City has sole control of the plaza until the "construction notice" is received.

Question No. 2 I believe was to the effect of, When would the Art Gallery of Hamilton be permitted to build Phase II if it could afford to do so?

The answer is found in section 2.01(c)(i) which states: "It is expressly agreed by the parties that the developer shall have the absolute right at any time during the period from January 1, 1980 to January 1, 2020, both dates inclusive, to proceed with Phase II upon Part 2".

Section 2.01(c)(ii) makes it clear that the developer (A.G.H.) need only commence construction during that time period, it is not required to finish it within that time period.

In all these matters, it should be noted that the Development Agreement defines Art Gallery of Hamilton as the developer as noted in section 1.01(h) of the Development Agreement.

Section 2.01(f) provides that if a "construction notice", as defined in that section, has been given, then the City has a minimum of six months to vacate that part of the plaza identified as Part 2 on Plan 62R-2545.

For your reference, I enclose certain pages of the Art Gallery Development Agreement being pages 2, 3, 6, 7 and 8, along with an April 26, 1990 memo to the City Clerk from Mr. G. Macaluso, Managing Director/CEO of HECFI, requesting clarification of the jurisdiction, if any, of HECFI with regard to Commonwealth Square.

From our review of the Development Agreement referred to and also the City of Hamilton Act, 1985, as amended, (setting up HECFI), we conclude that HECFI has no jurisdiction whatsoever over Commonwealth Square, whereas you, as Co-ordinator of Lloyd D. Jackson Square, have full jurisdiction to control that area as a City appointee in that behalf.

I trust this clarifies the matter for you.

Philip R. A. Hooker

Philip R. A. Hooker
Manager of Legal Services

PRAH:sr
Att.

c.c. Ms. P. Noé Johnson
City Solicitor

c.c. Mr. G. Macaluso, CEO, HECFI ✓

c.c. Mr. D. A. Powers
Manager, Property Division

c.c. Ms. S. Gabruss
Assistant City Solicitor

- (f) "C.M.H.C." shall mean Central Mortgage and Housing Corporation or any successor or assign representing Her Majesty the Queen in the Right of Canada;
- (g) "Co-ordinator" shall mean the person acting as Co-ordinator, Civic Square Development appointed from time to time by the City acting under the direction of the City;
- (h) "Developer" shall mean Art Gallery of Hamilton, a Company without share capital incorporated under the laws of Ontario having its head office in the City of Hamilton in the Regional Municipality of Hamilton-Wentworth and Province of Ontario;
- (i) "Expropriations Act" shall mean The Expropriations Act, Chapter 154, Revised Statutes of Ontario, 1970, and as it may be amended;
- (j) "Final Working Drawings and Specifications" shall comprise the following documents:
 - (1) completed site plans for the final development of a Phase or a Part of a Phase;
 - (2) complete working drawings and specifications necessary for constructing the appropriate Improvement or Improvements;
 - (3) Statement of development proposal indicating differences, if any, from 1.01(t) below;
- (k) "Gallery Sites" shall collectively mean Part One and Part Two or as they may be altered by Agreement from time to time.
- (l) "Governments" shall mean collectively the City, C.M.H.C. and Ontario;
- (m) "Improvements" shall mean the buildings, fixtures and other works to be constructed by the Developer pursuant to the approved Final Working Drawings and Specifications or such plans as may have been approved by the Review Authority prior to the granting of a lease of a Part or any portion thereof;
- (n) "Municipal Board Act" shall mean The Ontario Municipal Board Act, Chapter 323, Revised Statutes of Ontario, 1970, as amended and as it may be further amended;
- (o) "O.M.B." shall mean the Ontario Municipal Board or any successor thereto;
- (p) "Ontario" shall mean Her Majesty the Queen in the right of Ontario;
- (q) "Part" or "Parts" shall include the following:
 - (1) "Part One" shall mean that space as designated on Part One Reference Plan hereinafter referred to within which the Improvements comprised in Phase One

are to be constructed. The area of this space at approximate elevation 333 feet 6 inches (333' 6") above mean sea level (which elevation is intended to be the upper surface of the structural concrete slab forming the top of the underground parking garage hereinafter in Article II referred to) is shown as Part 1 on Reference Plan No. 62R-2545, a copy of which is attached as Schedule "A" hereto. The parties agree that upon the completion of Phase One the City shall cause a three-dimensional Reference Plan (herein called "Part One Reference Plan") to be prepared showing the actual space comprised in the Phase One Improvements and the parties shall enter into an agreement whereby the Part One Reference Plan shall be designated as the space within which the Improvements comprised in Phase One are constructed.

- (2) "Part Two" shall mean that space as designated on Part Two Reference Plan hereinafter referred to within which the Improvements comprised in Phase Two are to be constructed. The area of this space between approximate elevation 332 feet 3 inches and 333 feet 2 inches above mean sea level (which elevations are intended to be the upper surface of the structural concrete slag forming the top of the underground parking garage hereinafter in Article II referred to) is shown as Part 2 on Reference Plan No. 62R-2545, a copy of which is attached as Schedule "A" hereto. The parties agree that upon the completion of Phase Two the City shall cause a three-dimensional Reference Plan (herein called "Part Two Reference Plan") to be prepared showing the actual space comprised in the Phase Two Improvements and the parties shall enter into an agreement whereby the Part Two Reference Plan shall be designated as the space within which the Improvements comprised in Phase Two are constructed.

(r) "Phase" or "Phases" shall mean the following:

- (1) "Phase One" shall mean the construction of the Phase One Improvements outlined in Section 3.04 hereof.
- (2) "Phase Two" shall mean the construction of the Phase Two Improvements outlined in Section 3.04 hereof.

(s) "Planning Act" shall mean The Planning Act, Chapter 349 Revised Statutes of Ontario, 1970, as amended and as it may be further amended;

(t) "Plans" shall comprise the following documents:

- (1) A site plan and further plans at a scale of 1" = 50'

ARTICLE II

GENERAL

Section 2.01: Intent

(a) The parties understand and agree that the purpose of this agreement, pursuant, inter alia, to The National Housing Act, R.S.C. 1970, Chapter N-10, as amended and The Planning Act, is to implement a portion of the Amended Renewal Scheme for the Urban Renewal Area, the object of which scheme is to achieve the best possible combination of public and private uses of a high standard of urban design and function. In order to induce such redevelopment the Governments are bearing the cost of the acquisition and clearing of lands and buildings in the Urban Renewal Area and certain other costs in connection therewith. In addition, parts of the Urban Renewal Area have and will be developed by the City and others for public purposes.

(b) It is expressly agreed by the parties that Phase One and the design thereof by the Developer is based on the absolute right of the Developer at the option of the Developer to proceed with Phase Two as set out in this Section 2.01 and elsewhere in this agreement.

(c)(i) It is expressly agreed by the parties that the Developer shall have the absolute right at any time during the period from January 1, 1980 to January 1, 2020, both dates inclusive, (hereinafter in Section 2.01 referred to as "the period") to proceed with Phase Two upon Part Two. If before the expiration of the period the Developer shall resolve not to proceed with Phase Two it will forthwith advise the City in writing of such resolution and take all procedures and execute and deliver to the City all documents requested by the City to release the City from the provisions of this Agreement pertaining to such right and to discharge Part Two from any interest, lien, claim, encumbrance or charge of the Developer or any other person or entity under this agreement.

(ii) If at the expiration of the period the Developer has not commenced Phase Two on Part Two, the said right shall terminate automatically and the Developer will forthwith take all procedures and execute and deliver to the City all documents requested by the City to release the City from the provisions of this Agreement pertaining to such right and to discharge Part Two from any interest, lien, claim, encumbrance or charge of the Developer or any other person or entity under this agreement.

(d) Prior to January 1, 1980, the City shall have the absolute right to use Part Two for any purpose conforming to the then existing zoning thereof.

(e) If at any time between the date hereof and the expiration of the period the Developer shall actively consider the

possibility of proceeding with Phase Two, the Developer shall give to the City a notice in writing (hereinafter called a "contemplation notice") advising the City that the Developer is actively considering the possibility of proceeding with Phase Two. The giving of the contemplation notice in good faith by the Developer shall not bind the Developer in any way whatsoever to proceed with Phase Two at any particular time. The construction notice, hereinafter in Section 2.01(f) referred to, shall not be given by the Developer unless a contemplation notice has previously been given. If the Developer has at any time given a contemplation notice pursuant to the provisions hereof it shall not be required to give any further contemplation notice, it being the intent of the parties that a contemplation notice shall only be required to be given once under the provisions hereof. If after giving a contemplation notice, the Developer determines that it will not be giving a construction notice at the expiration of two years from the date when the contemplation notice was given to the City, the Developer shall in writing advise the City, to the best of the ability of the Developer, of the approximate date (which approximate date shall not be less than three years from the date when the contemplation notice was given by the Developer to the City) when the Developer may be in a position to give a construction notice and thereafter the Developer shall not be entitled to give a construction notice until the approximate date. The Developer shall be entitled to extend the approximate date from time to time for periods of not less than one year each and as the same is extended the Developer shall not be entitled to give the construction notice until the extended approximate date. Once a contemplation notice has been given, the Developer shall keep the City informed of its intentions and plans with respect to Phase Two at reasonable intervals or as may be reasonably requested by the City.

(f) Prior to proceeding with Phase Two the Developer shall give the City a notice in writing (hereinafter called a "construction notice") advising the City that it is the intention of the Developer to proceed with Phase Two and advising the City of the approximate date, (hereinafter in this section called the "approximate commencement date") to the best of the ability of the Developer at the time of giving the construction notice, when the Developer intends to proceed with Phase Two, which approximate commencement date shall be not less than one year after the giving of the construction notice. A construction notice may not be given before the expiration of two years from the date

when the contemplation notice was given to the City. If the Developer determines that the approximate commencement date must be extended for any reason it may extend such date to a later date or dates from time to time and shall give reasonable advice of such extensions to the City. The City shall have the right to extend once the approximate commencement date or any extension thereof by the Developer for a further period, not exceeding six months, provided the City has given written notice that it requires such extension within three months after it has received the construction notice or within three months after it has been advised by the Developer of any extension made by it ; provided that no extension by the City shall be considered as putting the Developer in default under any of the provisions of this agreement. The giving of the construction notice in good faith shall not bind the Developer in any way to proceed with Phase Two.

(g) The City prior to the approximate commencement date or as the same may have been extended as hereinbefore provided, shall have the right to use Part Two for any purpose, conforming to the then existing zoning thereof but shall on the approximate commencement date or as the same may have been extended as hereinbefore provided deliver up vacant possession of Part Two to the Developer and remove from Part Two all buildings, structures and all other improvements (except pavers and pedestals supporting the pavers) at its expense from the upper surface of the structural concrete slab forming the top of the Underground Parking Garage. The pavers and pedestals supporting the pavers shall not be removed by the City until the Developer commences Phase Two and at that time the said pavers and pedestals shall be removed by the Developer at the cost of the City as a separate item under the Developer's construction contract for Phase Two. The Developer shall advise the City of the tendered cost for removing the pavers and pedestals and if the City does not within ten (10) days after receiving such advice agree to such cost and agree to assume the same, the City shall at its cost remove the pavers and pedestals through its own contractor within thirty (30) days after the date that the Developer advises the City that the Developer has executed a contract for the construction of Phase Two.

Section 2.02: Approvals

(a) It is a condition of this Agreement that the City shall take all legislative action required to implement this agreement and shall obtain all requisite consents, orders or other approvals from the appropriate municipal, provincial and federal authorities with respect to this agreement, to the form of

Hamilton
Entertainment
and Convention
Facilities Inc.

RECEIVED

APR 27 1990

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

CITY CLERKS

MEMO TO: Mr. K. Avery
CITY CLERK

COPY TO: Mr. G. Macaluso
Managing Director/CEO

FROM: Patricia Bennett
Secretary to the H.E.C.F.I. Board

DATE: April 26, 1990

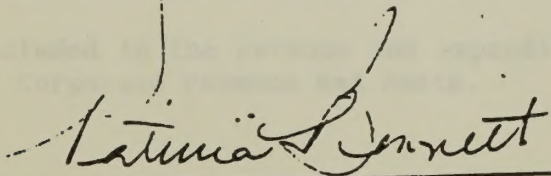
SUBJECT: COMMONWEALTH SQUARE

At the April 26, 1990 meeting of the Hamilton Place Committee the issue of jurisdiction over Commonwealth Square was raised.

H.E.C.F.I. management is in the process of developing a formal proposal which will utilize Commonwealth Square for various events. During the planning process, it was pointed out that approval for any action taken regarding this space was required from a number of City departments, depending upon the action.

It is the Board's understanding that jurisdiction belongs to H.E.C.F.I.

Your clarification of the issue is appreciated.



Patricia Bennett
Secretary to the H.E.C.F.I. Board



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

Hamilton Place Theatre

**Summary of Revenue and Expenditures
For the Five Month Period Ended
May 31, 1990**

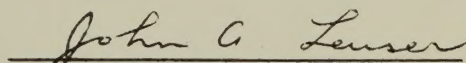
	(1) <u>Budget</u>	(2) <u>Actual</u>	(3) Favorable <Unfavorable> <u>Budget Variance</u>
Revenue	\$ 930,719	\$ 692,970	\$ <237,749>
Expenditures	<u>1,460,598</u>	<u>1,193,461</u>	<u>267,137</u>
Excess of Expenditures Over Revenue From Operations	<u>\$ 529,879</u>	<u>\$ 500,491</u>	<u>\$ 29,388</u>

Comments:

For the five month period ended May 31, 1990, Hamilton Place Theatre realized an under expended municipal contribution of approximately \$29,388 (see row 3, column 3 above). This represents an increase of \$4,204 in the under expended municipal contribution for the year to date as a result of May's operations.

The under expended municipal contributions of \$4,204 for May and \$29,388 for the five month period arose primarily from the net cost allocation from Corporate being under budget by \$30,351.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

1. The Board of Directors
 2. The Board of Directors
 3. The Board of Directors

1. The Board of Directors
 2. The Board of Directors
 3. The Board of Directors

Financial Statement

Statement of Assets and Liabilities
 For the Year Ending 1999
 May 31, 1999

Assets	Liabilities	Equity
Current Assets	Current Liabilities	Current Equity
1. Cash	1. Accounts Payable	1. Common Stock
2. Accounts Receivable	2. Notes Payable	2. Retained Earnings
3. Inventory	3. Long-Term Debt	3. Other Equity
4. Prepaid Expenses	4. Other Liabilities	
5. Other Assets	5. Other Equity	
Total Assets	Total Liabilities	Total Equity

The above information is based on the financial statements of the company for the year ending May 31, 1999. The information is presented in accordance with the requirements of the Securities and Exchange Commission. The information is presented in the form of a balance sheet, which is a statement of the company's financial position at a specific point in time. The information is presented in the form of a balance sheet, which is a statement of the company's financial position at a specific point in time.

Prepared by:
 Mr. John A. Smith, CPA
 Director of Finance
 ABC Corporation

5.3.1 Hamilton Place Committee Minutes of April 26, 1990

HAMILTON PLACE COMMITTEE
Thursday, April 26, 1990
8:00 A.M.
Hamilton Place Board Room

REGULAR MINUTES

PRESENT: Alderman H. Merling, Chairman
Mrs. M. Dow, Vice Chairman
Alderman J. Gallagher
Ms. A. VanDuzer

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. T. Burrows
Mr. B. Snetsinger
Ms. P. Bennett

REGRETS: Mayor R. Morrow
Alderman W. McCulloch
Alderman T. Jackson

1. Chairman's Remarks

The Vice Chairman, Mrs. M. Dow, called the meeting to order at 8:15 a.m. Mrs. Dow conveyed Chairman Merling's wishes that the Hamilton Place Committee remain a working Committee and that a meeting be scheduled in May.

2. Correspondence

MOVED by Alderman Gallagher, seconded by Ms. VanDuzer that

THE MARCH 20, 1990 CORRESPONDENCE FROM THE PRESIDENT OF THE CANADIAN COUNTRY MUSIC ASSOCIATION BE RECEIVED.

MOTION CARRIED.

3. Minutes of Hamilton Place Committee Meeting Held
March 22, 1990

MOVED by Alderman Gallagher, seconded by Ms. VanDuzer
that

**THE MINUTES OF THE HAMILTON PLACE COMMITTEE MEETING HELD
MARCH 22, 1990 BE APPROVED.**

MOTION CARRIED.

4. Business Arising From the Minutes

Nil

5. Reports

5.1 Facility Director's Report

Mr. Burrows presented a schedule for the promotion of Cats, West Side Story, Oklahoma and Jesus Christ Superstar for the information of the Committee. Staff was commended for the development of the concise format used in the report.

5.2 Summary of Revenue and Expenditures For the
Three Month Period Ended March 31, 1990

Committee Members commended the Director of Finance for the development of a concise format. Mrs. Dow suggested the inclusion of 1989 figures in column number three. Alderman Gallagher suggested that management list the shows/events which are doing well and (separately) those which are not doing well, stating that this could be a useful tool in projecting future bookings. Management was requested to provide a summary for each show which provides revenues; expenditures; and profits/losses. Management will provide summaries from January, 1990 onwards at the June Committee meeting.

5.3 Dinner Theatre Theme Nights

During discussion it was agreed that promotion of dinner theatre theme nights should take place well in advance of the event(s). It was

MOVED by Ms. VanDuzer, seconded by Alderman Gallagher that

STAFF BE DIRECTED TO DEVELOP AND CIRCULATE AS SOON AS POSSIBLE A FLYER PROMOTING THE DINNER THEATRE EVENT(S) WHICH IDENTIFIES THE TYPE OF THEME TO BE INCORPORATED WITH THE EVENT.

MOTION CARRIED.

The Director of Marketing and Sales reported that it is planned to stage two dinner theatre theme nights. These events will be considered a 'test market'; funds will be expended from the Marketing and Sales budget to stage the events after which the information will be collated and presented to the Marketing and Sales Committee.

The Director of Marketing and Sales stated that management would like to stage the dinner theatre theme nights on Commonwealth Square but that in order to do so clearance must be obtained from various City departments, i.e. Parks and Recreation, Real Estate, Public Works. Alderman Merling stated that H.E.C.F.I. had authorization over Commonwealth Square (not the City); the Secretary was requested to clarify this with the City Clerk's Department. Once clarification is obtained, if the issue requires follow-up it will be referred to the Operations Committee. Following resolution of the jurisdictional issue, the proposal pertaining to the actual staging of the event will go to Marketing and Sales.

5.4 Designated Smoking Areas : Survey of Other Theatres

The Facility Director's April 23, 1990 report was received and it was

MOVED by Alderman Gallagher, seconded by Alderman Merling that

IN ORDER TO PROVIDE A PUBLIC SMOKING AREA AT HAMILTON PLACE THE PIANO NOBILE BE ENCLOSED WITH ACCESS BY MEANS OF DOORS; and THAT THE ISSUE BE REFERRED TO THE OPERATIONS COMMITTEE FOR REVIEW.

MOTION CARRIED.

6. New Business

Nil

7. Other Business

7.1 Hamilton Place Tenants

Alderman Gallagher reported that a meeting had taken place with all Hamilton Place tenants. Alderman Gallagher, at that meeting, suggested the establishment of a Task Force with representation from the Arts Advisory Committee, Parks and Recreation, H.E.C.F.I. and the Region. The Task Force would provide a forum for all concerns to be aired and solutions agreed upon. It was also suggested that H.E.C.F.I.'s "bookkeeping" issue be deferred until after the results of the Task Force are developed; that the 1991 rental rate increase be tied to the inflation rate.

For the information of Committee Members, Alderman Gallagher reported that one of the cultural groups' biggest concerns is that of the way they receive their funding.

Alderman Gallagher will make a formal proposal regarding the establishment of a Task Force to the Board. The CEO was requested to contact the Region to request Mr. J. Fardell's possible participation in the Task Force.

It was clarified that H.E.C.F.I. currently receives a subsidy for the difference between the current tenants rates and current market value rates.

7.2 C.H.C.H. Grant to Hamilton Performing Arts Foundation

Mr. Burrows advised that discussions have taken place with representatives of C.H.C.H. regarding a possible donation of \$389,000. which would be contributed to the Foundation over a five year period. The funding is to be used for the New Faces annual productions. Mr. Burrows will keep the Committee informed.

8. Date of Next Meeting

Thursday, June 28, 1990
8:00 A.M.
Hamilton Place Board Room

9. Adjournment

The meeting adjourned at 10:00 a.m.

Alderman H. Merling, Chairman

Patricia Bennett, Secretary

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF CHEMISTRY
CHICAGO, ILLINOIS 60637

TO: [Name]
FROM: [Name]
SUBJECT: [Subject]

RE: [Subject]

DATE: [Date]

REFERENCE: [Reference]

NOTE: [Note]

APPENDIX: [Appendix]

ENCLOSURE: [Enclosure]

MARKETING AND SALES COMMITTEE
SECOND REPORT OF 1995

The Marketing and Sales Committee was established in 1994 to monitor and report on the progress of the marketing and sales strategy of the University of the South Pacific. The Committee has been working closely with the Vice-Chancellor and the various faculties to ensure that the marketing and sales strategy is implemented effectively.

1. Introduction

The Committee has been working closely with the Vice-Chancellor and the various faculties to ensure that the marketing and sales strategy is implemented effectively. The Committee has been working closely with the Vice-Chancellor and the various faculties to ensure that the marketing and sales strategy is implemented effectively.

The Committee has been working closely with the Vice-Chancellor and the various faculties to ensure that the marketing and sales strategy is implemented effectively. The Committee has been working closely with the Vice-Chancellor and the various faculties to ensure that the marketing and sales strategy is implemented effectively.

5.4 Marketing and Sales Committee Second Report



Hamilton
Entertainment
and Convention
Facilities Inc.

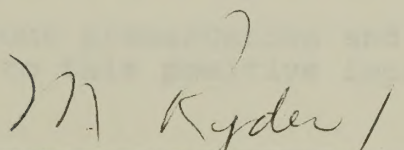
101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

**MARKETING AND SALES COMMITTEE
SECOND REPORT OF 1990**

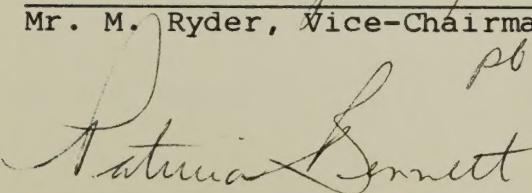
The Marketing and Sales Committee presents its **SECOND** Report from its meeting held June 29, 1990. The following items were received/reviewed by the Committee and are presented to the Board for information:

- (i) Correspondence.
- (ii) A report outlining the jurisdiction/administration of Commonwealth Square (attached to the Hamilton Place Committee Report).
- (iii) The Marketing and Sales Department will review the Guidelines and Code of Ethics established by the Association of Canadian Advertisers (ACA) with a view to employing them to govern advertising in H.E.C.F.I. facilities.
- (iv) Status Report on Confirmed Events/Performances : July - October, 1990, Copps Coliseum.
- (v) Calendar of Events, Hamilton Place.

Respectfully submitted,



Mr. M. Ryder, Vice-Chairman



Patricia Bennett, Secretary

Crime Stoppers International, Inc.

3736 EUBANK BOULEVARD, N.E./SUITE B-4/ALBUQUERQUE, NEW MEXICO 87111
800/245-0009 (505) 294-2300

June 7, 1990

Mr. Sal Farrauto
Sales Executive
Hamilton Convention Centre
115 King Street West
Hamilton, Ontario
L8P 4T9

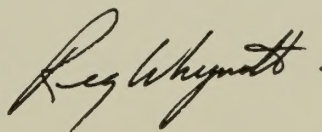
Dear Sal:

Although I have mentioned my appreciation to you verbally for the excellent, professional manner in which you handled the presentation to the Board of Directors of CRIME STOPPERS INTERNATIONAL recently, I felt it appropriate to put my comments in writing to you.

During their visit there were several comments about many positive aspects of our community and one which came through regularly was about the "warm, helpful attitude of the people".

Your presentation and tour of the convention facilities added to this positive impression Thanks very much!

Sincerely,



R.J. (Reg) Whynott
Regional Chairman

cc: Mr. G. Macaluso

cc: B. Snetsinger

THE HONOURABLE
PATRICIA H. WALLACE
JUDGE



UNIFIED FAMILY COURT
55 MAIN STREET WEST
HAMILTON, ONTARIO
L8P 1H4

JUDGE'S CHAMBERS

June 15, 1990

Ms. Robin Laking
Event Manager
Hamilton Convention Centre
115 King Street West
Hamilton, Ontario
L8P 4T9

Dear Robin:

I wanted to write to you, on behalf of the Organizing Committee for the Alternative Dispute Resolution Conference to thank you for your most helpful and professional guidance that permitted the conference to run as smoothly as it did.

I personally enjoyed working with you immensely and am grateful for your assistance. Best personal regards.

Yours very truly,

A handwritten signature in cursive script, appearing to read 'Pat'.

Judge Patricia H. Wallace

PHW/cf

Recreation and Parks Department

CITY OF SCARBOROUGH



150 Borough Drive
Scarborough, Ontario
Canada M1P 4N7

Tel. (416)
Refer to: 396-7766
L. Lounsbury

June 12th, 1990

Mr. Barry Snetsinger
Director, Marketing and Sales, HECFI
Hamilton Convention Centre
115 King Street West, 2nd Floor
Hamilton, Ontario
L8P 4T9

Dear Mr. Snetsinger:

The City of Scarborough is currently in the process of completing a feasibility study on a Cultural Centre for this City. Hamilton Place has been identified as an example of success.

As we discussed recently, a number of our City Councillors and Senior Staff will be looking at various facilities on Monday, June 25th. We would appreciate being able to tour your facility and having a chance to share information. I will be in touch with you to discuss additional details.

Thank you for your assistance.

Yours very truly,

LIZ LOUNSBURY
Co-Ordinator
Research and Development

LL:lh

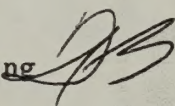


PURCHASING DEPARTMENT

Memorandum

TO: Barry Snetsinger,
Director Marketing & Sales,
H.E.C.F.I.

YOUR FILE:

FROM: Mr. T. Bradley
Manager of Purchasing 

OUR FILE:
PHONE: 526-2799

SUBJECT:

DATE: 1990 June 12

I would like to bring to your attention the many positive comments that were made by the 700 delegates who attended the Purchasing Management Association of Canada's convention held at the Convention Centre last week.

The people from across Canada were most impressed with the facility and professional service they received from the staff whether it was during the sessions or during the several meals.

It made my job as Vice-Chairman of the conference and also Chairman for the facilities much easier by having people like Steve Dockman, Sal Farrauto, Irene Kovacs, Don Stewart and Bruce McCrady helping with the arrangements several months ago and then again being available at all times during the actual convention.

I would also appreciate it if you could pass along our thanks to the many people who serviced us - such as the porters, the waiter and waitress, the chief for being a gem and the many others on your staff who contributed to the success of our convention. They are just as important to a convention as the key note speaker is. People will remember that they were serviced well with courtesy and friendliness that the staff at the Covnention Centre all do so well long after what a speaker has said.

Thanks again for all your help.



ONTARIO AUTOMOBILE DEALER ASSOCIATION

7270 WOODBINE AVENUE, 2ND FLOOR, MARKHAM, ONTARIO L3R 4B9
1-800-668-6510

Fax Number (416) 940-6235

Tel. (416) 940-6232
JOHN F. BIRD, Executive Director

PRESIDENT

U. (Urgel) GRAVEL
BuPont Pontiac Buick Limited
Timmins

1st VICE PRES.

M. (Mike) LAFRAMBOISE
Kingston Dodge Chrysler (1980) Limited
Kingston

2nd VICE PRES.

J. (Jim) PEARS
Metro Plymouth Chrysler Limited
Ottawa

SEC. TREAS.

J. (John) CULLEN
John Cullen Chev Olds Ltd.
Wingham

PAST PRESIDENT

K. (Kerv.) JOHNSTON
Barrie Honda Auto Sales
Barrie

DIRECTORS

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Boston's Ltd.
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M. (Mike) BOYER
Michael Boyer Pontiac GMC Ltd.
Pickering
C. (Chris) CHRISTENSEN
Mid-Way Motors (Quinte) Ltd.
Belleville
J. (John) DOLCETTI
Dominion Motors (Thunder Bay) Ltd.
Thunder Bay
J. (John) HARCOURT
Jim Tubman Motors (1973) Ltd.
Ottawa
W. (Willy) HEFFNER
Heffner Toyota Limited
Kitchener
J. (John) LECLUSE
Sterling Honda
Hamilton
K. (Ken) MCGREGOR
McGregor Plymouth Chrysler
Petrolia
J. (John) PURKISS
Brantford Honda
Brantford
L. (Lorne) RICHTER
Eastgate Ford Sales & Service (82) Co.
Hamilton
G. (Gary) RILEY
Port Pontiac Buick Ltd.
Port Colborne
R. (Dick) SHELTON
Central Chrysler Plymouth (1981) Ltd.
Windsor
R. (Bob) SHELTON
Shelton Ford Sales Ltd.
Ingersoll
R.A. (Bert) SIMPSON
Bert Simpson Motors Ltd.
North Bay
R. (Richard) TASSÉ
Tassé Automobiles Ltd.
Hanmer
A. (Dick) WILSON
Eastgate Honda
London
J. (John) WILSON
Wilson Chevrolet & Oldsmobile Ltd.
New Liskeard

EXECUTIVE DIRECTOR

J.F. (John) BIRD

June 11, 1990.

RECEIVED JUN 13 1990

Mayor Robert Morrow,
Hamilton City Hall,
71 Main Street West,
Hamilton, Ontario,
L8N 1G2.

Dear Mayor Morrow:

It is our personal pleasure to convey to you, our unsolicited comments, concerning our recent meeting requirements at the Hamilton Convention Centre.

Our convention registrations were slightly in excess of 400 persons.

We scheduled General Assembly Business Sessions; two Luncheons and a Gala Reception and Banquet, at the Convention Centre.

Our delegates have experienced world-wide meeting locations, in addition to several sites in North America.

We were delighted with the personable and proficient response of all Convention Centre personnel, to ensure the inevitable success of our 43rd Annual Convention.

Although we were cautious towards the quality of food and the essential serving of our three food functions, the Convention Centre personnel achieved a very real degree of excellence.

One of our delegates informed me that: "In Ottawa, we consider we have the best of food and service. I was not aware that the Hamilton Convention Centre personnel were trained in Ottawa!"

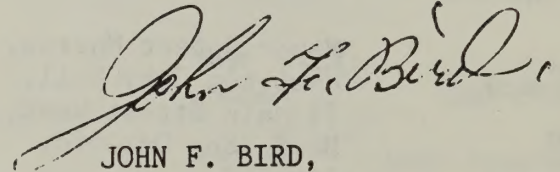
.../2

— SERVING ONTARIO DEALERS FOR 43 YEARS —

Please convey our gratitude to the appropriate people, who may just appreciate a well deserved "thank you".

I personally felt a profound sense of pride that we scheduled our convention in Hamilton!

Sincerely,



JOHN F. BIRD,
Executive Director.

JFB/dr

b.c. Mr. Sal Ferrauto, ✓
Sales Manager,
Hamilton Convention Centre



Hamilton
Entertainment
and Convention
Facilities Inc.

HECFI Marketing/Sales
c/o Hamilton Convention Centre
115 King Street West
Second Floor
Hamilton, Ontario L8P 4T9
Tel. 416/523-5883

MEMO TO: MARKETING AND SALES COMMITTEE

FROM: Gabe Macaluso, Managing Director/CEO
Barry Snetsinger, Director of Marketing and Sales

DATE: June 19, 1990

SUBJECT: ADVERTISING IN HECFI FACILITIES

RECOMMENDATION

THAT THE MARKETING AND SALES COMMITTEE REVIEW THE GUIDELINES AND CODE OF ETHICS ESTABLISHED BY THE ASSOCIATION OF CANADIAN ADVERTISERS (ACA) WITH A VIEW TO EMPLOYING THEM TO GOVERN ADVERTISING IN HECFI FACILITIES.

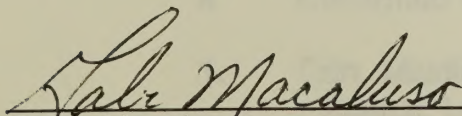
BACKGROUND

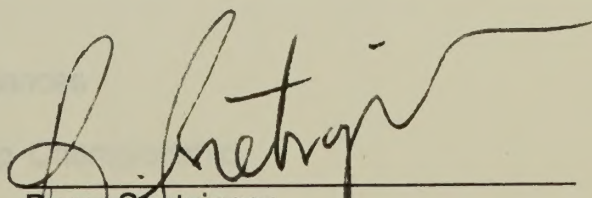
At the May 18, 1990 meeting of the HECFI Board of Directors the following motion was carried:

"That the issue of advertising in HECFI facilities be reviewed by the Marketing and Sales Committee with a view to establishing acceptability guidelines."

This issue was raised as a consequence of the objection of some Board members to rink board advertising for a tobacco company during the Memorial Cup.

Respectfully submitted,


Gabe Macaluso
MANAGING DIRECTOR/CEO


Barry Snetsinger
DIRECTOR OF MARKETING AND
SALES



**Copps
Coliseum**
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

REPORT TO MARKETING AND SALES COMMITTEE

REPORT TO: Marketing and Sales Committee
Attn: Ms. Pat Bennett, Legislative Assistant

FROM: Mr. Barry Snetsinger
Director of Marketing and Sales, HECFI

COPY TO: Ms. Leslee Stewart, Sales Executive, Copps Coliseum

DATE: June 19, 1990

RE: **STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES
AT COPPS COLISEUM - JULY - OCTOBER, 1990**

July, 1990

- 11 Confirmed Events/Performances
- 1. Stevie Ray Vaughan and Double Trouble, Joe Cocker (DKD)
: July 10th
- 2. Jehovah's Witnesses Convention
: July 12-15, 19-22nd
- 3. Don Henley (CPI)
: July 17th
- 4. "WWF" Wrestling
: July 27th

August, 1990

- 6 Confirmed Event/Performances
- 1. Cdn. Middleweight Boxing Championship
: August 1st
- 2. Milli Vanilli Concert (DKD)
: August 10th
- 3. CSAE Trade Show/Marketplace
: August 14th

**REPORT TO:
COPPS COLISEUM COMMITTEE - STATUS OF
CONFIRMED EVENTS/PERFORMANCES - JUNE 19, 1990**

PAGE 2

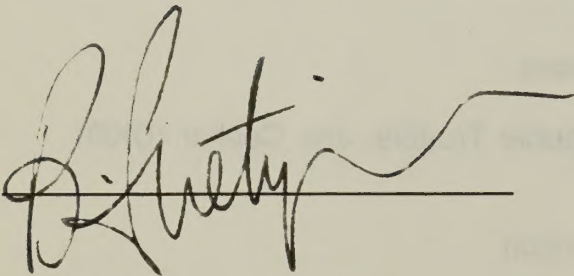
4. Catholic Charismatics of Ontario
: August 18th-19th

5. Billy Joel
: August 23rd,

September, 1990

4 Confirmed Events/Performances

1. Home Show
: September 13-16th

A handwritten signature in black ink, appearing to read 'B. Snetsinger', with a horizontal line drawn through the middle of the signature.

Barry Snetsinger
DIRECTOR OF MARKETING AND SALES

BS/cb

July 1990

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 CANADA DAY	2	3	4	5	6	7
TOM CONNORS			CATS			
8	9	10	11	12 HOLD BAUCE HORNSBY	13	14
15	16	17	18	19	20	21
		WEST SIDE STORY				
22	23	24	25	26 HOLD JACKSON BROWN	27	28
29	30	31				

August 1990

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6 CIVIC HOLIDAY	7	8	9	10	11
				OKLAHOMA		→
12	13	14	15	16	17	18
→	CSAE OPENING SESSION	CSAE 3-6 p.m.			HOLD MERRY MEN OF BARBADOS	
19	20	21	22	23	24	25
					JUNE 15/90 HOLD BARRY SWETSINGER CPI	
26	27	28	29	30	31	
				HOLD FOR SESAME STREET LIVE		

September 1990

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1 HOLD FOR SESAME STREET LIVE
2	3 LABOUR DAY	4	5	6	7	8
→			—	—	—	—
9	10	11	12	13	14	15
UKRAINIAN DANCE GROUP	OPERA HAMILTON	H-P.O.	H-P.O.	—	OPERA HAMILTON	—
16	17	18	19	20	21	22
—	—	—	OPERA HAMILTON	—	—	PERF.
23	24	25	26	27	28	29
—	OPERA HAMILTON PERF.	H-P.O.	H-P.O.	BATTLE OF BRITAIN	HOLD	FAMOUS PEOPLE PLAYERS
30						

October 1990

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6 HOLD FAMOUS FESTIVAL PEOPLE PLAYERS
9	8 THANKSGIVING	9 HOLD COMMUNITY CONCERTS	10	11	12	13 H.P.O.
14 H.P.O. 2 P.M.	15 HOLD - GORDON LIGHTFOOT PROBABLE T.V.	16	17	18 HOLD - HAPPY DANCE ALEN	19 HOLD	20 H.P.O.
21 U.O.F.T. SYMPHONY HOLD RUSSELL DANCE CO.	22	23 H.P.O.	24 H.A.O.	25 HOLD	26 THE MALE CHOIRS OF SOUTH WALES	27 BACH - ELGAR CHOIR
28 HOLD FESTIVALIA	29	30	31			

November 1990

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2 NIAGARA FALLS CONGRESS 9-12 NOON	3 H.P.O.
4 H.P.O. 2 P.M.	5 ← H.P.O. ENTERTAINING CONCERTS →	6	7	8	9 MCMASTER CONVOCATION	10 JOSEPH BRANT HOSPITAL BENEFIT CONCERT
11 OPERA HAMILTON	12	13	14	15	16 ONTARIO MUSIC EDUCATORS CONVENTION MUSICAL EXTRAVAGANZA	17 OPERA HAMILTON
18 ←	19	20 CHILDREN'S CONCERTS OPERA	21 CHILDREN'S CONCERTS OPERA HAMILTON	22 PERF	23	24 HOLD SHARON, LOIS + PERIE BRAM
25 OPERA PERIE →	26	27	28 HOLD ROYAL WINDSOR WINNIEBAGO BALLET	29	30 H.P.O.	H.P.O.

December 1990

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1 H.P.O.
2 H.P.O. 2 P.M.	3 BACH ELGAR	4	5	6 OPERA HAMILTON	7 MESSIAH	8 →
9 MESSIAH 2 P.M.	10	11 OPERA	12 HAMILTON	13 PERI-	14	15 → PERI-
16	17 CANADIAN BRASS	18 H.P.O.	19 H.P.O.	20	21 CANADIAN ORPHEUS MALE CHOIR	22 HOLD CHRISTMAS SHOW
23 →	24	25	26	27	28	29
30	31					

5.4.1 Marketing and Sales Committee Minutes of May 25, 1990

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

MARKETING AND SALES COMMITTEE

Friday, May 25, 1990

8:00 a.m.

Hamilton Convention Centre, Room 206

REGULAR MINUTES

PRESENT: Mrs. Mary Dow, Chairman
Mr. M. Ryder, Vice-Chairman
Alderman J. Gallagher
Alderman D. Drury
Alderman D. Agostino
Mr. W. Tidball
Mr. N. Levitt

ALSO PRESENT: Mr. G. Macaluso
Mr. B. Snetsinger
Mr. T. Burrows
Mr. R. DiFilippo

MEDIA: Ms. D. Walker, C.H.C.H.

Declaration of Conflict of Interest

Mr. Ryder declared a conflict of interest insofar as the McMaster Small Business Consulting Service, of which he is a consultant, has prepared an economic impact report on the Memorial Cup Series which is being introduced on the agenda.

1. Chairman's Remarks

The Chairman opened the meeting at 8:10 a.m. welcoming everyone to the meeting.

2. Introduction of Marketing and Sales Staff (9:00 a.m.)

The Director of Marketing introduced the following staff members of the Marketing and Sales Department: Mrs. C. Bogie, Mrs. K. Dowhan, Mrs. C. Melia, Mr. V. Guglielmo, Mrs. S. McEwen and Mrs. J. Flett. Sales Manager, S. Farrauto, and Mr. D. Watkins were on vacation; Ms. L. Stewart attending to another commitment. Client Services staff members Ms. R. Laking and Ms. S. Johnson were introduced; staff members Mrs. M. Lees and Mrs. I. Kovacs were attending to other commitments. Marketing Services staff members Ms. M. Webb, Mrs. A. Nicholson and Mr. B. Cripps were introduced.

3. Correspondence

MOVED by Alderman Gallagher, seconded by Mr. Tidball that

CORRESPONDENCE BE RECEIVED FROM MR. GUGLIELMO ANNOUNCING HIS ELECTION TO THE MEETING PLANNERS INTERNATIONAL, TORONTO CHAPTER BOARD, AND THE APRIL 25, 1990 CORRESPONDENCE FROM MR. W. POWELL OF THE HAMILTON WENTWORTH CREATIVE ARTS.

MOTION CARRIED.

4.1 Copps Coliseum

4.1.1 Status Report on Confirmed Events/Performances : June - September, 1990

MOVED by Mr. Tidball, seconded by Mr. Ryder that

THE STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES : JUNE - SEPTEMBER, 1990 BE RECEIVED.

MOTION CARRIED.

4.1.2 Concert Policy for Children

Following review of Mr. Ryder's April 11th memorandum it was

MOVED by Alderman Gallagher, seconded by Mr. Tidball that

THE ISSUE OF THE PARENT'S ROOM BE REFERRED TO THE OPERATIONS COMMITTEE FOR ITS REVIEW AND RECOMMENDATIONS FOR IMPROVEMENT OF THE SERVICE.

MOTION CARRIED.

4.1.3 Patron Surcharge : Copps Coliseum

The Committee agreed to move this item from the In-Camera Agenda to the Regular Agenda. It was

MOVED by Alderman Gallagher, seconded by Alderman Drury that

STAFF BE DIRECTED TO PREPARE A REPORT ON THE FEASIBILITY OF LEVYING A PATRON SURCHARGE ON TICKET ADMISSIONS TO COPPS COLISEUM.

MOTION CARRIED.

Alderman Agostino opposed this concept.

4.1.4 Events Tickets : Copps Coliseum and Hamilton Place Theatre

MOVED by Alderman Gallagher, seconded by Mr. Ryder that

THE DISTRIBUTION OF THE COMPLIMENTARY TICKET ALLOTMENT OF TWENTY-FOUR (24) TICKETS CURRENTLY MAINTAINED BY THE DIRECTOR OF COPPS COLISEUM BE TRANSFERRED TO THE DIRECTOR OF MARKETING AND SALES; and

THAT THE DISTRIBUTION OF FOUR (4) COMPLIMENTARY TICKETS FROM THE HAMILTON PLACE THEATRE ALLOTMENT BE TRANSFERRED TO THE DIRECTOR OF MARKETING AND SALES.

MOTION CARRIED.

4.1.5 Economic Impact of the Memorial Cup : 1990

The Committee received, from the McMaster Small Business Consulting Service, a report on the economic impact of the Memorial Cup Hockey Tournament on the Region of Hamilton-Wentworth. The report documents that "...the total economic impact on the region was about \$8.1 million."

Alderman Agostino inquired whether the consulting service could provide a breakdown of the direct benefits to taxpayers. It was suggested that one way to accomplish this is to list the number of areas that benefitted by having the 'business' come into Hamilton; Mr. Ryder will endeavour to provide the information.

Alderman Drury suggested that a synopsis of the report be developed which could be utilized during the Corporation of the Month promotion at the Sheraton.

4.2 Hamilton Place

4.2.1 Electronic Sign : Hamilton Airport

MOVED by Alderman Drury, seconded by Alderman Agostino that

STAFF BE DIRECTED TO INVESTIGATE THE POSSIBILITY OF ADVERTISING H.E.C.F.I. EVENTS ON THE HAMILTON AIRPORT ELECTRONIC SIGN.

MOTION CARRIED.

4.2.2 Flyer : Dinner Theatre Theme Nights

MOVED by Alderman Gallagher, seconded by Mr. Ryder that

STAFF BE DIRECTED TO DEVELOP AND CIRCULATE AS SOON AS POSSIBLE A FLYER PROMOTING THE DINNER THEATRE EVENT(S) WHICH IDENTIFIES THE TYPE OF THEME TO BE INCORPORATED WITH THE EVENT.

MOTION CARRIED.

4.2.3 Calendar of Events

MOVED by Mr. Ryder, seconded by Alderman Gallagher that
THE CALENDAR OF EVENTS FOR HAMILTON PLACE BE RECEIVED.

MOTION CARRIED.

4.2.4 Hamilton Place Theme Nights

The Committee received for information the Director of Marketing and Sales' May 24, 1990 report which outlined the "...framework for the proposed test of the viability of running dinner theatre type theme nights in conjunction with events taking place at Hamilton Place Theatre."

The Director of Hamilton Place Theatre affirmed his support of the proposed dinner theatre theme nights and suggested that "New Faces" might be utilized in some manner.

It was agreed that the Hamilton Place Task Force, (Mr. Tidball is H.E.C.F.I.'s representative), should be notified of the proposed "theme" nights; as well, it was suggested that the Hamilton Theatre Inc. be notified. Mr. Tidball will notify both organizations.

4.2.5 Hamilton Entertainment Guide

The Director of Marketing and Sales circulated a memo dated May 24, 1990 as well as a mock-up of a proposed 'Entertainment Guide' concept for the Committee's information. It was suggested that the new format, which will eventually replace the Copps Coliseum newsletter and the monthly Hamilton Place subscription calendar, utilize the new H.E.C.F.I. logo (if one is developed).

4.3 Hamilton Convention Centre

4.3.1 Girl Guides of Canada Credit

The Committee received for information the May 15th report advising that a credit to the Girl Guides of Canada in the amount of \$1,200. towards their next function was recommended by the Hamilton Convention Centre Committee.

4.3.2 Donated Wine Policy

MOVED by Alderman Drury, seconded by Alderman Agostino that

1. THE FOLLOWING DONATED WINE POLICY, AS AMENDED, BE APPROVED:

DONATED WINE BE RESTRICTED TO THE FOLLOWING -

- (i) CHARITABLE ORGANIZATIONS WITH A REGISTERED NUMBER;
- (ii) NON-PROFIT ORGANIZATIONS WHOSE EFFORTS THE H.E.C.F.I. BOARD DEEMS TO HAVE A DIRECT BENEFIT TO THE COMMUNITY;
- (iii) CIVIC FUNCTIONS, SPECIAL EVENTS, AND CONFERENCES HOSTED BY THE CITY OF HAMILTON.

2. ALL REQUESTS FOR DONATED WINE MUST BE IN WRITING AND RECEIVED PRIOR TO THE EVENT.
3. THE SOURCE OF THE WINE MUST BE INDICATED IN THE LETTER OF REQUEST, OR IN THE SUBSEQUENT RECOMMENDATION TO THE COMMITTEE.
4. THE WINE MUST BE DONATED FROM AN ONTARIO WINERY.

and

THAT A CORKAGE FEE IN THE AMOUNT OF \$2.00 PER BOTTLE BE CHARGED AT THE DISCRETION OF THE OPERATIONS COMMITTEE WHENEVER A REQUEST FOR DONATED WINE IS RECEIVED.

MOTION CARRIED.

5. New Business

5.1 Signage : H.E.C.F.I. Facilities

MOVED by Alderman Drury, seconded by Alderman Gallagher that

THE MAY 9, 1990 REPORT BE RECEIVED FROM THE DIRECTOR OF MARKETING AND SALES ADVISING THAT THE MARKETING AND SALES DEPARTMENT HAS UNDERTAKEN A PROJECT TO REVISE AND UPGRADE ALL H.E.C.F.I. COLLATERAL MATERIALS.

MOTION CARRIED.

5.2 Access Awareness Week for the Handicapped
June 10 - 16, 1990

The Committee received the May 8th report from the Director of Marketing and Sales. It was

MOVED by Alderman Gallagher, seconded by Mr. Ryder that

THE HAMILTON PLACE TICKET SURCHARGE RESERVE BE UTILIZED TO FACILITATE THE SHORT TERM RENOVATIONS IN ORDER TO ACCOMMODATE THE ACCESS AWARENESS WEEK FOR THE HANDICAPPED; and

THAT STAFF BE DIRECTED TO SUBMIT A FULL REPORT TO THE OPERATIONS COMMITTEE.

MOTION CARRIED.

5.3 Sheraton Corporation of the Month

The Committee received as information the May 24th memorandum circulated by the Director of Marketing and Sales which advised that H.E.C.F.I. had been chosen as "Corporation of the Month". The consensus arrived at by the Committee was that the promotion should be an "N.H.L. Month In Hamilton"; and that H.E.C.F.I. should not be mentioned during the promotion. The Committee clearly stated that any promotion which involves H.E.C.F.I. must include all of the facilities in its campaign/demonstration.

6. Other Business

7. Date of Next Meeting

Friday, June 29, 1990

8:00 A.M.

Room 206

Hamilton Convention Centre

8. Adjournment

MOVED by Alderman Gallagher, seconded by Mr. Ryder that

THE REGULAR SESSION BE ADJOURNED AT 9:58 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

(Mrs.) Mary Dow, Chairman

Patricia Bennett, Secretary



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/546-4000
Fax 416/527-6856

CA40N HBL V89 A35

URBAN/MUNICIPAL

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

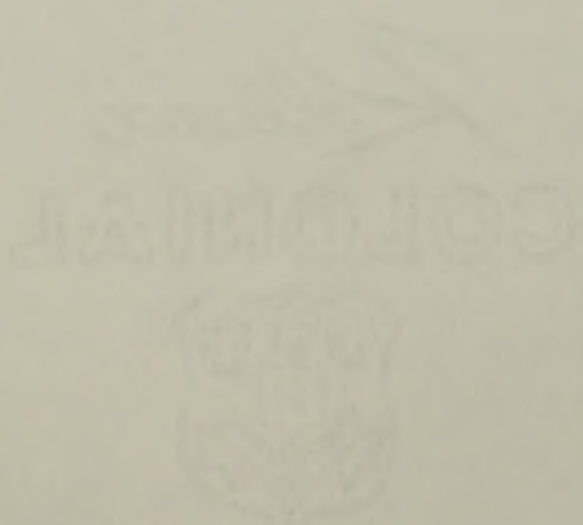
**Friday, September 21, 1990
8:00 A.M.**

**HAMILTON CONVENTION CENTRE
Room 314**

**ORDER OF BUSINESS
REGULAR AGENDA**

DECLARATION OF CONFLICT OF INTEREST

1. **Opening Remarks**
2. **Correspondence** Attachment 2
3. **Regular Minutes** Attachment 3
 - 3.(i) Minutes of July 20, 1990
 - 3.(ii) Minutes of August 22, 1990
 - 3.1 Errors or Omissions
 - 3.2 Motion to Approve
4. **Business Arising From the Minutes**
 - 4.1 Crystal Palace Update : Alderman Jackson Verbal
5. **Committee Reports/Minutes**
 - 5.1 Finance and Administration Fourth and Fifth Reports Attachment 5.1
 - 5.1.1 Finance and Administration Committee Minutes of July 11, 1990 and August 8, 1990 Attachment 5.1.1



**Regular Agenda
September 21, 1990
Page Two**

- | | | |
|-------|---|------------------|
| 5.2 | Operations Committee Third Report | Attachment 5.2 |
| 5.2.1 | Operations Committee Minutes
of June 27, 1990 | Attachment 5.2.1 |
| 5.3 | Marketing and Sales Committee
Third Report | Attachment 5.3 |
| 5.3.1 | Marketing and Sales Committee Minutes
of June 29, 1990 | Attachment 5.3.1 |
| 5.4 | Hamilton Place Task Force First, Second
Third and Fourth Reports | Attachment 5.4 |

6. **New Business**

7. **Other Business**

8. **Date of Next Meeting**

October 19, 1990
8:00 A.M.
Hamilton Convention Centre
Room 314

9. **Adjournment**

September 14, 1990
Patricia Bennett
Secretary to the Board of Directors

OUTSTANDING BUSINESS

- (i) Amalgamation of Arena\Trade Centre Foundation
and Hamilton Place Foundation

2.

Correspondence



Hamilton
Entertainment
and Convention
Facilities Inc.

Alderman John Gallagher
Chairman, HECFI
Board of Directors

1990 July 31

Mr. G. Macaluso, Managing
Director/CEO
Copps Coliseum

Dear Gabe:

Re: Annual Access Awareness Week

Please include the letter attached, from Counsellor Copps, in our correspondence for the HECFI Board.

Thank you for your attention to this matter.

Yours sincerely,

John Gallagher, Chairman,
Hamilton Entertainment and
Convention Facilities Inc.,
Alderman, Ward 7

JG:tb

Attch..1



Hamilton
Entertainment
and Convention
Facilities Inc.

Alderman John Gallagher
Chairman, HECFI
Board of Directors

1990 July 31

Counsellor G. Copps,
Chairman, Regional Advisory Committee
for the Physically Disabled

Dear Gerry:

Thank you for your letter of July 26, 1990.

By copy of this letter to Mr. G. Macaluso, Managing Director/CEO, Hamilton Entertainment And Convention Facilities Inc., I am requesting that in consultation with you, funding be arranged on an annual basis through the Special Events Fund for HECFI to host the National Access Awareness Week annually in the Hamilton Place Studio Theatre.

I trust you will find this recommendation satisfactory and am looking forward to proposing the above to the HECFI Board of Directors.

Yours sincerely,

John Gallagher, Chairman,
Hamilton Entertainment and
Convention Facilities Inc.,
Alderman, Ward 7

JG:tb

c.c. ✓ Mr. G. Macaluso, Managing
Director/CEO, HECFI

THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

Regional Advisory Committee for the Physically Disabled
c/o Department of Social Services
119 King Street West, 12th Floor
Hamilton, Ontario

Voice 546-2185
T.D.D. 522-1787
Fax 577-0115



Mailing Address:
P.O. Box 910, Hamilton, Ontario
L8N 3V9

26 July 1990.

*Alderman John Gallagher,
Chairman, Hamilton Entertainment
and Convention Facilities Inc.*

Dear John:

Please convey, to all those responsible for allowing the use of the Studio Theatre in conjunction with National Access Awareness Week, the most sincere thanks for enabling us to put on a first-rate "celebration" in first-rate facilities.

Everyone was thrilled, particularly those for whom this week is intended - the disabled, and the happy glow of their many faces said it all. You would have felt good - we did, and appreciate your part in everything.

Many, many thanks.

Sincerely,

*Geraldine Copps, Chairman,
Regional Advisory Committee for
the Physically Disabled.*

GC:njb

Molson's round in rock ruckus

Court makes ruling, but battle still on

BY MARINA STRAUSS
Marketing Reporter

The battle in the beer industry to put on rock concerts has only partly been resolved.

The Supreme Court of Ontario has lifted an interim injunction that stopped Molson Breweries from acquiring concert rights from a U.S. company in competition with BCL Entertainment Corp. BCL is 45 per cent owned by Labatt Breweries of Canada, a unit of John Labatt Ltd. of London, Ont.

The court is expected in two weeks to decide on BCL's request that Molson be forced to get out of its existing concert contract with Concert Production International, a division of BCL.

The dispute stems from Molson's announcement Aug. 8 that it had formed a partnership with MCA Inc. of Universal City, Calif., to stage and produce live entertainment in Canada.

BCL says that the new partnership would be in competition with its CPI concert division, and should not be permitted. BCL wants the court to declare that Molson "has repudiated the sponsorship agreement (with CPI) by entering into the MCA partnership."

Molson said in a brief statement

yesterday that the removal of the injunction allows it "to resume its acquisition of concert rights through newly formed Molson/MCA Concerts, in competition with BCL's concert division."

CPI — despite its part ownership by Labatt — has a contract to sponsor rock concerts for Molson. The five-year agreement started in July, 1987, about a year before Labatt bought into CPI's parent company. The contract limits what CPI can do for Labatt, which is also in the business of putting on concerts.

Molson/MCA Concerts plans to headline its first concert tour with Robert Plant, the former member of the Led Zeppelin rock group, starting Sept. 21.

Molson has said that the new partnership will allow it to compete more aggressively for the most popular artists for its Molson Canadian Rocks/Laurentide Rock concerts across the country.

The new venture is an equal partnership between Molson and MCA Concerts Canada Ltd., a unit of MCA Inc. and part of the MCA Music Entertainment Group, which also includes MCA Records, MCA Music Publishing, Winterland Productions and Facility Management Inc. MCA Records has an artist roster that includes Tom Petty, Bobby Brown and Elton John.

Pop promoters say concert biz in a recession

By Chris Dafoe
Toronto Star

When a concert by Janet Jackson is cancelled because of a conflict with a stock car race, you know it hasn't been a great summer for Toronto promoters.

Jackson was to play the CNE Grandstand tonight, but promoter Concert Productions International cancelled the date earlier this week, saying that this afternoon's stock car races at the stadium made it impossible to prepare the stage for the show.

Industry observers note, however, that advance sales on the show were slow — CPI says just over 10,000 tickets had been sold. Even with strong day-of-show sales, attendance would have fallen well short of the 27,000 people who saw Jackson's SkyDome show earlier this year.

The cancellation of Jackson's show was the latest in a series of foul-ups, flops and financial fiascos that have plagued the Toronto summer concert scene this year.

As that season draws to a close, promoters can look back on such unfond memories as:

- An Allman Brothers Band show during the Ex that drew barely 4,500 people to the 27,000 capacity Grandstand. Other weak shows during the CNE series were Melissa Etheridge (6,000) and Dio (5,000).

- The cancellation of the Caribana SkyDome show. The show, featuring Ice T, Regina Belle and a handful of others, and promoted by the Caribbean Cultural Committee, was supposed to raise money to cover Caribana's deficit. Advance sales: 2,000.

- The disastrous 30th anniversary Mariposa Festival, which saw attendance plummet in the face of foul weather. The Mariposa Foundation has since launched an emergency fundraising drive in an effort to keep the festival's deficit under control.

- A sharp drop in attendance at the Ontario Place Forum. According to booker Lou Seiler, the rainy summer has cut attendance at the Forum by about 15 per cent.

While some of the failures can be attributed to bad weather and inexperienced promoters, key players in the concert industry point to a number of other factors in explaining the soft summer concert market.

Most agree that there are too many acts competing for the summer concert dollar. While summer has always been a busy time on the concert circuit, the growth of outdoor amphitheatres, such as Kingswood Music Theatre — known in the industry as "sheds" — has helped concentrate tours in the summer.

"We've created a touring

pattern that runs from May to September," CPI's Arthur Fogel says. "Because there are all these amphitheatres that need inventory during the summer, we get a lot of acts on the road at the same time, even though it would make more sense for the business to spread out."

While the glut of shows doesn't hurt the consumer, it has hurt some promoters and bands, especially mid-level acts. The big success stories of the summer of 1990 were tours by superstar acts such as Phil Collins, Madonna and New Kids On The Block.

Significantly, those acts also had some of the highest ticket prices, with good seats for Madonna and Collins, for example, going for \$32.50 plus a \$2 or \$3 service charge.

The concert business trade magazine *Polistar* recently reported ticket prices are up by as much as 20 per cent over 1989 levels. It also noted that about two-thirds of the concert dollars went to the top five highest grossing acts.

"The major acts are doing all the business. With the high ticket prices, it's hurting the smaller acts; a medium-size act that in past years would have done 8,000, would do 4,000 to 5,000 this summer," says Vinny Cinquemani of The Agency, which books a number of Canadian acts.

Cinquemani points out that, after spending a \$125 at a Madonna show — not hard if you include two tickets, parking, t-shirts and a program — a fan is not likely to head out to another show for at least a couple of weeks.

Cinquemani also breaks with others in the industry by suggesting that the weak economy may be behind this summer's soft concert market. The conventional economic wisdom holds that the entertainment industry is recession-proof. Cinquemani is not so sure.

"As far as I'm concerned, we've been in a recession for a year," he says in arguing that the industry must fight for lower prices and more creative packaging if it is to prosper.

"People are getting more conservative. They only have so much disposable income."

Fogel, on the other, suggests that the recording cycle rather than the business cycle is behind the weak summer. While he concedes that consumers may be a bit choosier about what they see, they will still pay out if the right act comes along. And, according to Fogel, those acts are coming.

"The business seems to go in three-year cycles and it's tied to the recording cycle," he says, pointing to coming new releases — and presumably tours — by artists such as INXS and Paul Simon.

"I'm pretty optimistic about the coming months. It's inconceivable that the market won't rebound."

Regular Minutes

- 3.(i) **Minutes of July 20, 1990**
- 3.(ii) **Minutes of August 22, 1990**
- 3.1 Errors or Omissions
- 3.2 Motion to Approve

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

**Friday, July 20, 1990
8:00 a.m.**

**HAMILTON CONVENTION CENTRE
Room 314**

REGULAR MINUTES

PRESENT: Mr. F. DeNardis, First Vice-Chairman
Alderman D. Agostino, Second Vice-
Chairman
Mayor R. Morrow
Alderman T. Murray
Alderman W. McCulloch
Alderman H. Merling
Alderman T. Jackson
Alderman D. Drury
Mr. N. Levitt
Ms. A. VanDuzer
Mr. M. Ryder

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. T. Burrows
Mr. J. Crane
Mr. B. Snetsinger
Mr. S. Dockman

GUESTS: Mr. J. Johnston
Ms. A. Holmes
Mr. J. Evans, Evans, Philp

MEDIA: Mr. G. Bond, C.K.O.C.

REGRETS: Alderman J. Gallagher
Mrs. M. Dow
Mr. G. Kay
Mr. W. Tidball
Mr. W. McFarland
Mr. A. Dilanni

1. Opening Remarks

The Chairman called the meeting to order at 10:56 a.m.

2. Correspondence

Nil

3. Regular Minutes of June 15, 1990

MOVED by Ms. VanDuzer, seconded by Alderman Drury that

THE MINUTES OF JUNE 15, 1990 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

Nil

5. Committee Reports/Minutes

5.1 Finance and Administration Third Report

MOVED by Ms. VanDuzer, seconded by Alderman Drury that

**THE FINANCE AND ADMINISTRATION COMMITTEE THIRD REPORT
BE APPROVED.**

MOTION CARRIED.

The following items were received/reviewed by the Committee and are submitted to the Board for information:

- (i) The issue of the possible amalgamation of the Arena/Trade Centre and Hamilton Place Foundation was tabled pending receipt of a report from the firm Evans, Philp;
- (ii) It was agreed that the Finance and Administration Committee be appointed as the Scholarship Foundation Review Committee and management was directed to develop terms of reference for the Committee;

- (iii) Consolidated Unaudited Operating Results for the Five Month Period Ended May 31, 1990 for H.E.C.F.I.;
- (iv) Consolidated Unaudited Operating Results for the five Month Period Ended May 31, 1990 for C.U.P.

5.1.1 Finance and Administration Committee Minutes of June 6, 1990

MOVED by Ms. VanDuzer, seconded by Alderman Drury that

THE FINANCE AND ADMINISTRATION COMMITTEE MINUTES OF JUNE 6, 1990 BE RECEIVED.

MOTION CARRIED.

5.2 Operations Committee Second Report

MOVED by Alderman Murray, seconded by Ms. VanDuzer that

THE OPERATIONS COMMITTEE SECOND REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT STAFF IMPLEMENT THE FOLLOWING MEASURES TO REDUCE CONCOURSE CONGESTION DURING SELL-OUT EVENTS AT COPPS COLISEUM:

- A) INCREASE THE USE OF THE RINK LEVEL EXHIBITION HALL SO AS TO ATTRACT PATRONS TO THIS AREA;
- B) IMPROVE SERVICE AT THE CONCOURSE CONCESSION STANDS SO THAT PATRONS ARE SERVED MORE EFFICIENTLY AND CONGESTION IN FRONT OF THE STANDS IS NOT ALLOWED TO DEVELOP;
- C) INCREASE THE USE OF FOOD AND BEVERAGE HAWKERS TO SERVICE PATRONS AT THEIR SEATS;
- D) ELIMINATE PORTABLE CONCESSION STANDS ON THE CONCOURSE;
- E) DEDICATE ONE LARGE AREA ON THE CONCOURSE FOR THE SALE OF SOUVENIRS/NOVELTY ITEMS.

THAT SEATING SECTION IDENTIFICATION SIGNAGE BE INSTALLED AT COPPS COLISEUM AT A COST NOT TO EXCEED \$5,000.; AND

THAT STAFF, IN CONJUNCTION WITH THE CITY PURCHASING DEPARTMENT, REQUEST QUOTATIONS FOR THE SUPPLY AND INSTALLATION OF THIS SIGNAGE; and

THAT THE COST FOR THIS WORK BE FINANCED FROM THE COPPS COLISEUM OPERATING BUDGET ACCOUNT NO. HE 56149 83035.

THAT THE H.E.C.F.I. ADVERTISING POLICY WHICH PROHIBITS THE USE OF MOBILE SIGNS BE AMENDED TO PERMIT THE PARKING AUTHORITY TO ADVERTISE PARKING LOCATIONS DURING MAJOR H.E.C.F.I. EVENTS.

MOTION CARRIED.

MOVED by Alderman Agostino, seconded by Alderman Drury that

THE FOLLOWING POLICY BE AMENDED AND APPROVED TO DEAL WITH THE MANAGEMENT OF ALCOHOLIC BEVERAGES AT COPPS COLISEUM AS FOLLOWS:

- i) THE AGE OF SERVERS MUST BE NINETEEN YEARS OF AGE AND OVER;**
- ii) A LIMIT OF TWO ALCOHOLIC BEVERAGES PER PERSON AT TIME OF PURCHASE;**
- iii) THE EVENTS SECURITY STAFF TO BE RESPONSIBLE FOR THE CONTROL OF ALCOHOLIC BEVERAGES IN THE PUBLIC LICENCED AREAS; HAMILTON-WENTWORTH POLICE TO BE POSTED AT THE PUBLIC LICENCED AREAS AT ALL FUNCTIONS;**
- iv) THE PUBLIC LICENCED AREAS TO BE OPEN ONE HOUR PRIOR TO EVENT START TIME;**
- v) ALCOHOLIC BEVERAGES TO BE SERVED UNTIL THE MIDDLE OF THE THIRD PERIOD FOR ALL HOCKEY GAMES INCLUDING ANY GAMES THAT MAY GO INTO OVERTIME PERIODS;**

- vi) **ALCOHOLIC BEVERAGES TO BE SOLD AT THE DISCRETION OF MANAGEMENT FOR CONCERTS. (THERE ARE MANY CONCERTS WHEREBY MANAGEMENT WOULD NOT WANT TO BE OPEN FOR THE PURPOSE OF SELLING ALCOHOLIC BEVERAGES.) THE CUT-OFF POINT WILL BE AFTER THE FIRST INTERMISSION.**

MOTION CARRIED.

MOVED by Alderman Murray, seconded by Alderman Agostino that
THE CONCERT POLICY/PARENT'S ROOM : COPPS COLISEUM BE REFERRED BACK TO MANAGEMENT FOR REVISION.

MOTION CARRIED. Management was requested to stipulate an age limit for the accompanying adult.

The following items were received/reviewed by the Committee and are presented to the Board for information:

- (i) Correspondence;
- (ii) Terms of Reference;
- (iii) Following review of the report Extended Box Office Hours the Committee made no amendment to current practice;
- (iv) The report pertaining to "Event Security at Hamilton Convention Centre and Hamilton Place" was returned to staff for correction of the background information. The revised report dated July 13, 1990 which recommended "That Copps Coliseum event security be utilized at Hamilton Place and the Hamilton Convention Centre as required" was circulated to the Board at the July 20th meeting. Approval of the report was deferred pending a subsequent report outlining the difference in coverage at each of the facilities;
- (v) Management's June 14, 1990 report regarding installation of "No Smoking" signage;

- (vi) The CEO was directed to send staff to the Pittsburgh Arena to fully investigate the concession system and to present a detailed report which includes a video tape of the concessions in use during an event and the cost of implementing a similar system at Copps Coliseum;
- (vii) The Vice-Chairman advised that the issue of jurisdiction/administration of Commonwealth Square would be discussed at the Hamilton Place Committee meeting;
- (viii) The Director of Operations, HCC, advised that there was a slight delay in the installation of the exterior doors which will now be installed during the week of July 2nd at the latest;
- (ix) Status Report on Confirmed Events, Copps Coliseum;
- (x) Client Evaluations : Comment Cards, Copps Coliseum;
- (xi) Monthly Calendar of Events, Hamilton Place.

5.2.1 Operations Committee Minutes of May 23, 1990

MOVED by Alderman Murray, seconded by Alderman Agostino that

THE OPERATIONS COMMITTEE MINUTES OF MAY 23, 1990 BE RECEIVED.

MOTION CARRIED.

5.3 Hamilton Place Committee Fifth Report

MOVED by Ms. VanDuzer, seconded by Alderman Jackson that

THE HAMILTON PLACE COMMITTEE FIFTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

THAT STAFF BE DIRECTED TO FORMALLY REQUEST APPROVAL OF THE CITY OF HAMILTON, VIA THE COORDINATOR OF LLOYD D. JACKSON SQUARE AND DIRECTOR OF PROPERTY, TO EXTEND THE HAMILTON PLACE LIQUOR LICENCE TO INCLUDE THE AREA DIRECTLY OUTSIDE THE PIANO NOBILE, LEADING ON TO COMMONWEALTH SQUARE.

MOTION CARRIED.

The following items were received/reviewed by the Committee and are presented to the Board for information:

- (i) The Facility Director's Report;
- (ii) Summary of Revenue and Expenditures for the Five Month Period Ended May 31, 1990;
- (iii) A report from the Board Secretary advising that the Finance and Administration Committee had struck a Scholarship Foundation Review Committee.

5.3.1 Hamilton Place Committee Minutes of April 26, 1990

MOVED by Alderman Murray, seconded by Alderman Agostino that

**THE HAMILTON PLACE COMMITTEE MINUTES OF APRIL 26, 1990
BE RECEIVED.**

MOTION CARRIED.

5.4 Marketing and Sales Committee Second Report

MOVED by Alderman Agostino, seconded by Mr. Ryder that

**THE MARKETING AND SALES COMMITTEE SECOND REPORT BE
APPROVED.**

MOTION CARRIED.

The following items were received/reviewed by the Committee:

- (i) Correspondence;
- (ii) Report outlining the jurisdiction/administration of Commonwealth Square (attached to the Hamilton Place Committee Report);
- (iii) The Marketing and Sales Department will review the Guidelines and Code of Ethics established by the Association of Canadian Advertisers (ACA) with a view to employing them to govern advertising in H.E.C.F.I. facilities;
- (iv) Status Report on Confirmed Events/Performances : July - October, 1990, Copps Coliseum;
- (v) Calendar of Events, Hamilton Place.

5.4.1 Marketing and Sales Committee Minutes of May 25, 1990

MOVED by Alderman Agostino, seconded by Mr. Ryder that

THE MARKETING AND SALES COMMITTEE MINUTES OF MAY 25, 1990 BE RECEIVED.

MOTION CARRIED.

6. New Business

7. Other Business

MOVED by Ms. VanDuzer, seconded by Alderman Agostino that

H.E.C.F.I. STAFF BE COMMENDED FOR THEIR EFFORTS IN CONTRIBUTING TOWARDS THE SUCCESS OF THE WEST SIDE THEME NIGHT.

MOTION CARRIED.

8. Date of Next Meeting

August 17, 1990

8:00 A.M.

Hamilton Convention Centre

Albion C

9. In-Camera Motions

The following motions were carried during the In-Camera session:

THAT THE IN-CAMERA SESSION BE CONVENED (8:47 A.M.)

THAT THE IN-CAMERA MINUTES OF JUNE 15, JUNE 29, AND JULY 5, 1990 BE APPROVED.

THAT THE MEMORANDUM OF AGREEMENT BETWEEN H.E.C.F.I. AND TEXTILE PROCESSORS, SERVICE TRADES, HEALTH CARE, PROFESSIONAL AND TECHNICAL EMPLOYEES INTERNATIONAL UNION, LOCAL 351 DATED JULY 18, 1990 BE RATIFIED.

THAT THE DRAFT LICENCE AGREEMENT FOR USE OF COPPS COLISEUM BY THE N.H.L. OWNERSHIP GROUP BE SUBMITTED TO THE OPERATIONS COMMITTEE AT ITS JULY 25, 1990 MEETING.

THAT THE FINANCE AND ADMINISTRATION COMMITTEE THIRD IN-CAMERA REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

THAT PAYMENT OF FUNDS IN THE AMOUNT OF \$11,915. REPRESENTING 1989 AUDIT FEES BE APPROVED AS A CHARGE TO HE 56317-80011.

THAT THE FINANCE AND ADMINISTRATION COMMITTEE IN-CAMERA MINUTES OF JUNE 6, 1990 BE RECEIVED.

THAT THE FINANCE AND ADMINISTRATION COMMITTEE IN-CAMERA MINUTES OF JUNE 13, 1990 BE RECEIVED.

THAT THE FINANCE AND ADMINISTRATION COMMITTEE IN-CAMERA MINUTES OF JUNE 27, 1990 BE RECEIVED.

THAT THE OPERATIONS COMMITTEE SECOND IN-CAMERA REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

THAT H.E.C.F.I. PROCEED WITH THE PURCHASE AND INSTALLATION OF A SATELLITE DISH AS OUTLINED IN OPTION #3 (IN THE BACKGROUND INFORMATION); and

THAT THE CONVENTION CENTRE INCLUDE IN ITS ADVERTISING AND PROMOTIONAL MATERIAL REFERENCE TO TELECONFERENCING CAPABILITY; and

THAT H.E.C.F.I. ESTABLISH A RELATIONSHIP WITH CANADIAN SATELLITE COMMUNICATIONS, OR ANOTHER SIMILARLY QUALIFIED COMPANY, FOR THE PURPOSE OF SATELLITE TRANSMISSIONS; and

THAT FUNDING IS AVAILABLE IN THE 1990 COPPS COLISEUM CAPITAL BUDGET IN THE AMOUNT OF \$70,000.

THAT THE IN-CAMERA MINUTES OF THE OPERATIONS COMMITTEE MEETING OF MAY 23, 1990 BE RECEIVED.

THAT THE HAMILTON PLACE COMMITTEE FIFTH IN-CAMERA REPORT BE APPROVED.

THAT THE HAMILTON PLACE COMMITTEE IN-CAMERA MINUTES OF APRIL 26, 1990 BE RECEIVED.

THAT THE MARKETING AND SALES COMMITTEE SECOND IN-CAMERA REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT FUNDS IN THE AMOUNT OF \$50,000. BE GRANTED FROM THE SPECIAL EVENTS SUBSIDY FUND TO THE CANADIAN SOCIETY OF ASSOCIATION EXECUTIVES CONVENTION TO BE HELD IN HAMILTON AUGUST 12 - 15, 1990 AS FOLLOWS:

Sunday, August 12, 1990

300 Tickets to Oklahoma for Voting Members @ \$32.90 each	\$9,870.
Reception 300 @ \$10.00 each	\$3,000.

Monday, August 13, 1990

H.E.C.F.I. as Host to Monday Luncheon

600 @ \$12.00	\$7,200.
Theme/Decor	\$10,000.
Entertainment	\$5,000.

\$22,200.

Other

Marketplace Participation	\$3,000.
Hotel Rooms 300 @ \$22.	\$6,600.
Contingency	\$5,330.

\$50,000.

THAT THE QUORUM REQUIREMENTS FOR THE JULY 27TH MARKETING AND SALES COMMITTEE MEETING BE AMENDED TO PERMIT ANY THREE MEMBERS OF THE BOARD OF DIRECTORS TO RECOMMEND THE SELECTION OF AN AD HOC ADVERTISING AGENCY.

THAT THE MINUTES OF THE MARKETING AND SALES COMMITTEE IN-CAMERA MEETING OF MAY 25, 1990 BE RECEIVED.

THAT THE IN-CAMERA SESSION BE ADJOURNED AT 10:55 A.M.

10. Adjournment

MOVED by Alderman Agostino, seconded by Ms. VanDuzer that

THE MEETING ADJOURN AT 11:02 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Alderman J. Gallagher, Chairman

Patricia Bennett, Secretary

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

SPECIAL MEETING OF THE BOARD OF DIRECTORS

**Wednesday, August 22, 1990
2:00 P.M.
Hamilton Convention Centre
Albion A**

REGULAR MINUTES

PRESENT:

Alderman J. Gallagher, Chairman
Mr. F. DeNardis, First Vice-Chairman
Alderman D. Agostino, Second Vice-
Chairman
Mayor R. Morrow
Alderman T. Murray
Alderman T. Jackson
Alderman H. Merling
Mr. M. Ryder
Mr. G. Kay
Mr. W. Tidball
Mr. W. McFarland

ALSO PRESENT:

Mr. G. Macaluso
Mr. J. Crane
Mr. R. DiFilippo
Ms. P. Bennett

GUESTS:

Mr. R. Bocock, Evans, Philp
Mr. W. Ballard, C.P.I.
Mr. R. O'Connor, C.P.I.

REGRETS:

Mrs. M. Dow
Ms. A. VanDuzer
Mr. N. Levitt
Mr. A. DiIanni
Alderman D. Drury
Alderman W. McCulloch

1. Staff Appreciation Reception : C.S.A.E. Convention

The CEO was invited to open discussion and he advised the Board that the recent C.S.A.E. Convention had been an enormous success. One of the reasons for the success was the hard work and support demonstrated by H.E.C.F.I. staff. Mr. Macaluso requested the Board's approval of a Staff Appreciation Reception at which Board Members and all H.E.C.F.I. staff would be invited. It was

MOVED by Alderman Murray, seconded by Alderman Merling that

MANAGEMENT BE AUTHORIZED TO HOLD A STAFF APPRECIATION RECEPTION FOR ALL H.E.C.F.I. STAFF IN RECOGNITION OF THEIR EFFORTS IN RESPECT OF THE C.S.A.E. CONVENTION; and

THAT FUNDS NOT TO EXCEED \$3,000. BE ALLOCATED FOR THIS OCCASION.

MOTION CARRIED.

The Board clarified that approval of this occasion should not set a precedent for future like-events; that each event required separate Board approval.

2. Membership : Hamilton Place Task Force

Alderman Gallagher advised that he had received correspondence from Mr. Peter Mandia of Theatre Aquarius requesting that membership on the Hamilton Place Task Force include a representative of Theatre Aquarius. The issue was raised at the last Hamilton Place Task Force and because the Task Force completion deadline is October 1st (two of the four scheduled meetings had already been held), representation by Theatre Aquarius was declined. Following a brief discussion it was

MOVED by Alderman Merling, seconded by Alderman Murray that

A REPRESENTATIVE FROM THEATRE AQUARIUS BE INVITED TO PARTICIPATE IN THE HAMILTON PLACE TASK FORCE; and

THAT THE COMPLETION DEADLINE BE EXTENDED TO NOVEMBER 1, 1990.

MOTION CARRIED.

3. Special Events Subsidy Fund : Canadian Football League Draft, 1991

The CEO advised that the Canadian Football League Draft has been subsidized by H.E.C.F.I. in 1988, 1989 and 1990 with the intention that it become an annual event for Hamilton. The following recommended was

MOVED by Mr. Tidball, seconded by Alderman Agostino that

AN AMOUNT NOT TO EXCEED \$5,500. BE APPROVED TO RECOVER DOCUMENTED EXPENSES OF THE CANADIAN FOOTBALL LEAGUE DRAFT, FEBRUARY 15, 16, 1991 AT HAMILTON PLACE; and

THAT EXPENSES ARE TO INCLUDE, BUT NOT NECESSARILY BE LIMITED TO:

- i) **MINIMUM RENTAL, ONE PERFORMANCE AND ONE MOVE-IN DAY = \$3,637.50;**
- ii) **I.A.T.S.E. TECHNICAL STAFF AS REQUIRED FOR EVENT = \$1,862.50.**

MOTION CARRIED.

4. In-Camera Motions

The following In-Camera motion was approved during the In-Camera Session:

THE PROPOSED CONTRACT BETWEEN H.E.C.F.I. AND BCL/DKD BE APPROVED SUBJECT TO THE PROMOTER'S ENDORSEMENT OF H.E.C.F.I.'S PROPOSED AMENDMENTS.

5. Adjournment

5. Adjournment

MOVED by Alderman Murray, seconded by Alderman Merling that

THE REGULAR SESSION ADJOURN AT 2:45 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Alderman J. Gallagher, Chairman

Patricia Bennett, Secretary

Committee Reports/Minutes

5.1

Finance and Administration Fourth and Fifth Reports

1. Introduction

The purpose of this study is to investigate the effects of the proposed system on the performance of the system.

2. Methodology

The study was conducted using a controlled experiment design.

The participants were selected from a pool of experienced users.

3. Results

The results of the experiment show that the proposed system significantly improved the performance of the system.

The improvement was statistically significant at the 0.05 level.

4. Conclusion

The study concludes that the proposed system is effective in improving the performance of the system.



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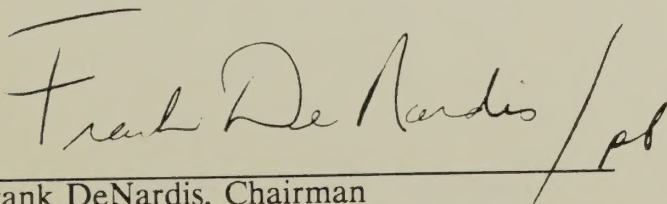
FINANCE AND ADMINISTRATION COMMITTEE FOURTH REPORT OF 1990

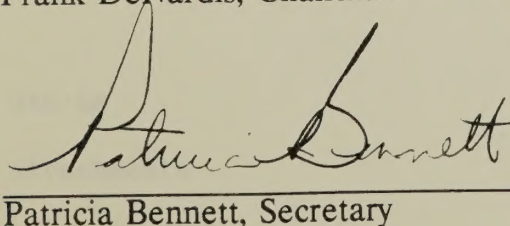
The Finance and Administration Committee presents its **FOURTH** Report from its meeting held August 8, 1990 and submits the following for information:

- (i) The Committee received the reports, Consolidated Unaudited Operating Results for the Six Month Period Ended June 30, 1990 for H.E.C.F.I., and Consolidated Unaudited Operating Results for the Six Month Period Ended June 30, 1990 for C.U.P.
- (ii) Management was requested to ensure that additional security is retained for future events (including Milli Vanilli and Billy Joel) given the major theft which recently occurred at a "New Kids" concert in Montreal.

Individual Board Members have experienced entrance difficulties at Copps Coliseum for various events. It was agreed that Board Members should carry their H.E.C.F.I. identification pass with them; however, it was also agreed that if a staff member recognizes a Board or Council Member, the dignitary should not be requested to display his/her pass or to be requested to enter the facility through a special or separate entrance.

Respectfully submitted,


Frank DeNardis, Chairman


Patricia Bennett, Secretary



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FOR INFORMATION

MEMO TO: **FINANCE AND ADMINISTRATION COMMITTEE**

FROM: Mr. J. Leuser, C.A.
Director
Finance and Administration

DATE: July 17, 1990

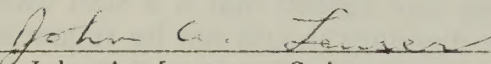
SUBJECT: **JUNE FINANCIAL RESULTS - HECFI**

RECOMMENDATION

That the report on June Financial Results for HECFI be received as information.

BACKGROUND

Attached are the monthly summaries showing the financial results for the six month period ended June 30, 1990.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

Attachments

**The Hamilton Entertainment
and Convention Facilities Inc.**

**Consolidated (i.e. Combined Results For Three Facilities)
Summary of Revenue and Expenditures
For the Six Month Period Ended
June 30, 1990**

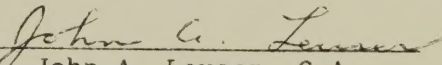
Actual Results For The Six Month Period Ended June 30, 1989		(1) <u>Budget</u>	(2) <u>Actual</u>	(3) Favorable <Unfavorable> <u>Budget Variance</u>
\$3,624,291	Revenue	\$4,037,797	\$3,798,474	\$<239,323>
<u>4,653,499</u>	Expenditures	<u>5,300,251</u>	<u>4,861,254</u>	<u>438,997</u>
	Excess of Expenditures Over Revenue From Operations	<u>\$1,262,454</u>	<u>\$1,062,780</u>	<u>\$ 199,674</u>

Comments:

HECFI's under expended municipal contribution for the six month period ended June 30, 1990 was \$199,674 (see row 3, column 3 above). This represents an increase of \$75,406 in the year to date under expended municipal contribution as reported previously, effective May 31, 1990.

An analysis of the under expended municipal contributions for each facility/division is attached for your information.

Please note that it is the policy of the City of Hamilton not to charge its departments and its related boards and commissions with their interest and debenture costs nor with their utility charges. Accordingly, these financial statements do not reflect these costs.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachments

Hamilton Convention Centre

Summary of Revenue and Expenditures For the Six Month Period Ended June 30, 1990

Actual Results For The Six Month Period Ended June 30, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
\$1,837,116	Revenue	\$1,813,326	\$1,838,581	\$ 25,255
<u>1,810,464</u>	Expenditures	<u>2,096,456</u>	<u>1,977,436</u>	<u>119,020</u>
	Excess of Expenditures Over Revenue From Operations			
\$ <26,652>		\$ 283,130	\$ 138,855	\$ 144,275

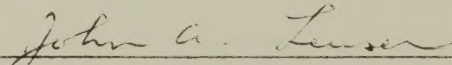
Comments:

The Hamilton Convention Centre realized for the six month period ended June 30, 1990 an under expended municipal contribution of approximately \$144,275 (see row 3, column 3 above). This represents an increase of \$33,585 in the under expended municipal contribution for the year to date period as a result of June's operations.

The under expended municipal contribution of \$33,585 for the month of June arose primarily from actual revenues exceeding budget by \$27,913.

The under expended municipal contribution of \$144,275 for the six month period arose primarily from lower than anticipated expenditures for the period.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Hamilton Place Theatre

Summary of Revenue and Expenditures For the Six Month Period Ended June 30, 1990

Actual Results For The Six Month Period Ended June 30, 1989		(1) Budget	(2) Actual	(3) Favorable <Unfavorable> Budget Variance
\$ 864,068	Revenue	\$1,099,690	\$ 797,587	\$ <302,103>
<u>1,617,050</u>	Expenditures	<u>1,751,105</u>	<u>1,400,227</u>	<u>350,878</u>
	Excess of Expenditures Over Revenue From Operations			
<u>\$ 752,982</u>		<u>\$ 651,415</u>	<u>\$ 602,640</u>	<u>\$ 48,775</u>

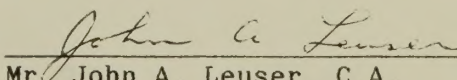
Comments:

For the six month period ended June 30, 1990, Hamilton Place Theatre realized an under expended municipal contribution of approximately \$48,775 (see row 3, column 3 above). This represents an increase of \$19,387 in the under expended municipal contribution for the year to date as a result of June's operations.

The under expended municipal contributions of \$19,387 for June arose primarily from below budget maintenance and stage property expenditures.

The under expended municipal contribution of \$48,775 for the six month period arose primarily from the net cost allocation from Corporate being under budget by \$36,980.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he



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FOR INFORMATION

MEMO TO: FINANCE AND ADMINISTRATION COMMITTEE

FROM: Mr. John Leuser, C.A.
Director of Finance
and Administration

DATE: July 31, 1990

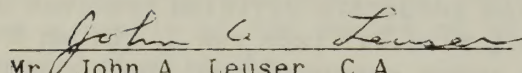
SUBJECT: JUNE FINANCIAL RESULTS - CUP

RECOMMENDATION

That the report on June Financial Results for CUP be received as information.

BACKGROUND

Attached is a summary of CUP's financial results for the six month period ended June 30, 1990.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:dcr

Attachment

Central Utilities Plant

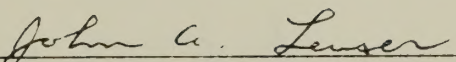
Summary of Expenditures For The Six Month Period Ended June 30, 1990

Total Net Expenditures - Budget	\$1,368,294
Total Net Expenditures - Actual	<u>1,303,331</u>
Under Expended Municipal Contributio	<u>\$ 64,963</u>

The under expended municipal contribution of approximately \$64,963 for the six month period ended June 30, 1990 increased by \$10,470 as a result of June's operations. This increase was due to the receipt of an \$11,550 grant.

The under expended municipal contribution of \$64,963 for the six month period arose primarily as a result of:

- 1) salary, wage and benefit cost savings of \$35,896
- 2) energy management costs were \$15,000 under budget
- 3) actual maintenance and administrative costs were below budget
- 4) Workers' Compensation expenses were \$2,550 under budget
- 5) grants received of \$5,772


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he



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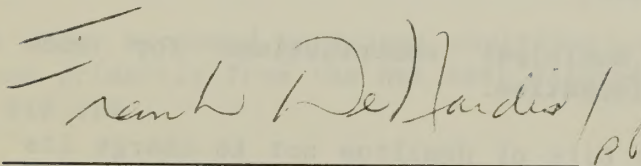
Tel. 416/546-4000
Fax 416/527-6856

FINANCE AND ADMINISTRATION COMMITTEE FIFTH REPORT OF 1990

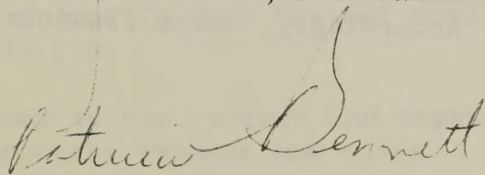
The Finance and Administration Committee presents its **FIFTH** Report from its meeting held September 12, 1990 and submits the following for information:

- (i) Reports: Consolidated Unaudited Operating Results for the Seven Month Period Ended July 31, 1990 for H.E.C.F.I. and Consolidated Unaudited Operating Results for the Seven Month Period Ended July 31, 1990 for C.U.P.

Respectfully submitted,



Mr. Frank DeNardis, Chairman



Patricia Bennett, Secretary

**The Hamilton Entertainment
and Convention Facilities Inc.**

Consolidated (i.e. Combined Results For Three Facilities)
Summary of Revenue and Expenditures
For the Seven Month Period Ended July 31, 1990

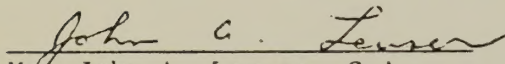
Actual Results For The Seven Month Period Ended July 31, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
\$3,850,462	Revenue	\$4,457,314	\$4,225,133	\$(232,181)
<u>5,245,413</u>	Expenditures	<u>6,180,984</u>	<u>5,745,582</u>	<u>435,402</u>
	Excess of Expenditures Over Revenue From Operations	<u>\$1,723,670</u>	<u>\$1,520,449</u>	\$ <u>203,221</u>

Comments:

HECFI's under expended municipal contribution for the seven month period ended July 31, 1990 was \$203,221 (see row 3, column 3 above). This represents an increase of \$3,547 in the year to date under expended municipal contribution as reported previously, effective June 30, 1990.

An analysis of the under expended municipal contributions for each facility/division is attached for your information.

Please note that it is the policy of the City of Hamilton not to charge its departments and its related boards and commissions with their interest and debenture costs nor with their utility charges. Accordingly, these financial statements do not reflect these costs.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:dcr

Attachments

Copps Coliseum

Summary of Revenue and Expenditures For the Seven Month Period Ended July 31, 1990

Actual Results For The Seven Month Period Ended July 31, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
\$ 983,520	Revenue	\$1,307,488	\$1,337,200	\$ 29,712
<u>\$1,393,144</u>	Expenditures	<u>1,738,148</u>	<u>1,742,379</u>	<u>(4,231)</u>
	Excess of Expenditures Over Revenue From Operations	\$ 430,660	\$ 405,179	\$ 25,481
<u>\$ 409,624</u>				

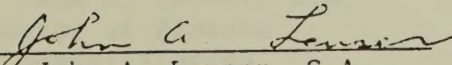
Comments:

For the seven month period ended July 31, 1990, Copps Coliseum realized an under expended municipal contribution of approximately \$25,481 (see row 3, column 3 above). This represents an increase of \$18,857 in the previous under expended municipal contribution for the year to date period as a result of July's operations.

The under expended municipal contribution of \$18,857 for the month of July arose primarily from the net cost allocation from Corporate being under budget by \$49,449.

The under expended municipal contribution of \$25,481 for the seven month period arose primarily from the net cost allocation from Corporate being under budget by \$116,176.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:dcr

Hamilton Place Theatre

Summary of Revenue and Expenditures For the Seven Month Period Ended July 31, 1990

Actual Results For The Seven Month Period Ended July 30, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
\$ 918,861	Revenue	\$1,199,279	\$ 907,286	\$ (291,993)
<u>1,792,325</u>	Expenditures	<u>2,030,616</u>	<u>1,749,764</u>	<u>280,852</u>
	Excess of Expenditures Over Revenue From Operations	<u>831,337</u>	<u>842,478</u>	<u>\$ (11,141)</u>

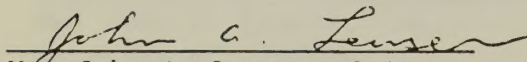
Comments:

For the seven month period ended July 31, 1990, Hamilton Place Theatre realized an over expended municipal contribution of approximately \$11,141 (see row 3, column 3 above). This represents an decrease of \$59,916 in the previous under expended municipal contribution for the year to date as a result of July's operations.

The over expended municipal contributions of \$59,916 for July arose primarily from the loss realized on the promotion of Westside Story.

The over expended municipal contribution of \$11,141 for the seven month period arose primarily from the above noted show loss.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:dcr

Hamilton Convention Centre

Summary of Revenue and Expenditures For the Seven Month Period Ended July 31, 1990

Actual Results For The Seven Month Period Ended July 31, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
\$1,948,081	Revenue	\$1,950,547	\$1,980,647	\$ 30,100
<u>2,059,944</u>	Expenditures	<u>2,412,220</u>	<u>2,253,439</u>	<u>158,781</u>
	Excess of Expenditures Over Revenue From Operations	<u>\$ 461,673</u>	<u>\$ 272,792</u>	<u>\$ 188,881</u>

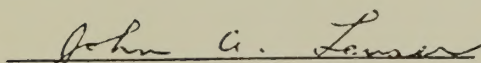
Comments:

The Hamilton Convention Centre realized for the seven month period ended July 31, 1990 an under expended municipal contribution of approximately \$188,881 (see row 3, column 3 above). This represents an increase of \$44,606 in the under expended municipal contribution for the year to date period as a result of July's operations.

The under expended municipal contribution of \$44,606 for the month of July arose primarily from the net cost allocation from Corporate being under budget by \$48,300.

The under expended municipal contribution of \$188,881 for the seven month period arose primarily from lower than anticipated expenditures for the period.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:dcrr

Corporate

Summary of Revenue and Expenditures For the Seven Month Period Ended July 31, 1990

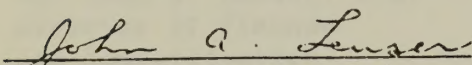
Actual Results For The Seven Month Period Ended July 31, 1989		(1) Budget	(2) Actual	(3) Period <Unfavourable> Budget Variance
\$ 286,949	Revenue	\$ 326,998	\$ 363,448	\$ 36,450
<u>\$1,233,703</u>	Expenditures	<u>1,698,259</u>	<u>1,451,225</u>	<u>\$247,034</u>
	Excess of Expenditures Over Revenue From Operations	\$1,371,261	\$1,087,777	\$283,484
	Allocation of Net Costs to:			
\$ 314,052	Hamilton Convention Centre	\$ 446,678	\$ 362,238	\$ 84,440
324,278	Hamilton Place	469,660	386,792	82,868
<u>\$ 308,424</u>	Copps Coliseum	<u>\$ 454,923</u>	<u>\$ 338,747</u>	<u>\$116,176</u>
<u>NIL</u>	Net Costs	<u>NIL</u>	<u>NIL</u>	<u>NIL</u>

Comments:

For the seven month period ended July 31, 1990, the Corporate Division realized an under expended municipal contribution of approximately \$283,484 (see row 3, column 3 above). This represents an increase of \$143,637 in the under expended municipal contribution for the year to date period as a result of July's operations.

The \$143,637 under expended municipal contribution for the month of July arose primarily due to lower than anticipated expenditures by Marketing/Sales which had been planned to partially cover losses on promotions.

The \$283,484 under expended municipal contribution for the seven month period arose primarily from favourable box office operations and from below budget advertising and promotion expenditures.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:dcr

Central Utilities Plant

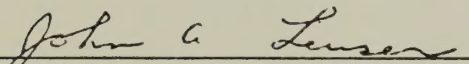
Summary of Expenditures For The Seven Month Period Ended July 31, 1990

Total Net Expenditures - Budget	\$1,582,755
Total Net Expenditures - Actual	<u>1,485,746</u>
Under Expended Municipal Contribution	<u>\$ 97,009</u>

The under expended municipal contribution of approximately \$97,009 for the seven month period ended July 31, 1990 increased by \$32,046 as a result of July's operations. This increase was due primarily to actual utility and maintenance costs being under budget for the month.

The under expended municipal contribution of \$97,009 for the seven month period arose primarily as a result of:

- 1) salary, wage and benefit cost servings of \$40,919
- 2) energy management costs were \$17,500 under budget
- 3) grants received were \$4,809 above budget
- 4) Workers' Compensation expenses were \$3,131 under budget
- 5) actual maintenance and administration expenses were below budget.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:dcr

General Information Sheet
Department of Agriculture, The
Department of Agriculture, The
Department of Agriculture, The
Department of Agriculture, The

1. Name of the person or organization
2. Address
3. City
4. State
5. Zip
6. Telephone
7. Fax
8. E-mail
9. Website
10. Other information

11. Date of birth
12. Date of death
13. Date of marriage
14. Date of divorce
15. Date of remarriage
16. Date of remarriage
17. Date of remarriage
18. Date of remarriage
19. Date of remarriage
20. Date of remarriage

21. Date of birth
22. Date of death
23. Date of marriage
24. Date of divorce
25. Date of remarriage
26. Date of remarriage
27. Date of remarriage
28. Date of remarriage
29. Date of remarriage
30. Date of remarriage

31. Date of birth
32. Date of death
33. Date of marriage
34. Date of divorce
35. Date of remarriage
36. Date of remarriage
37. Date of remarriage
38. Date of remarriage
39. Date of remarriage
40. Date of remarriage

Committee Reports/Minutes

5.1.1

Finance and Administration Committee Minutes of July 11, 1990
and August 8, 1990

Document 214

Continued from page 213

From the above information it appears that the
total value of the property is \$100,000.

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

FINANCE AND ADMINISTRATION COMMITTEE

Wednesday, July 11, 1990
12:30 p.m.
Copps Coliseum, Hamilton Room

REGULAR MINUTES

PRESENT: Mr. F. DeNardis, Chairman
Mr. W. McFarland, Vice-Chairman
Alderman J. Gallagher
Alderman W. McCulloch
Ms. A. VanDuzer

ALSO PRESENT: Mr. G. Macaluso
Mr. R. DiFilippo
Mr. S. Dockman
Mr. B. Snetsinger

GUESTS: Mr. J. Johnson, Commissioner,
Human Resources
Mr. L. Culver, Evans, Philp

REGRETS: Mayor R. Morrow
Alderman T. Jackson (vacation)

MEDIA: Ms. D. Walker, CHCH
Mr. J. Poling, The Spectator

1. Chairman's Remarks

The Chairman called the meeting to order at 12:45 p.m.

2. Correspondence

Nil

3. Minutes of Finance & Administration Committee
Meeting of June 6, 1990

Attachment 2.1.1

Contract for the purchase of

the goods and services of the
contractor in accordance with the terms and conditions of the contract

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

FINANCE AND ADMINISTRATION COMMITTEE

Wednesday, July 11, 1990
12:30 p.m.
Copp's Coliseum, Hamilton Room

REGULAR MINUTES

PRESENT: Mr. F. DeNardis, Chairman
Mr. W. McFarland, Vice-Chairman
Alderman J. Gallagher
Alderman W. McCulloch
Ms. A. VanDuzer

ALSO PRESENT: Mr. G. Macaluso
Mr. R. DiFilippo
Mr. S. Dockman
Mr. B. Snetsinger

GUESTS: Mr. J. Johnson, Commissioner,
Human Resources
Mr. L. Culver, Evans, Philp

REGRETS: Mayor R. Morrow
Alderman T. Jackson (vacation)

MEDIA: Ms. D. Walker, CHCH
Mr. J. Poling, The Spectator

1. Chairman's Remarks

The Chairman called the meeting to order at 12:45 p.m.

2. Correspondence

Nil

3. Minutes of Finance & Administration Committee
Meeting of June 6, 1990

3.1 Errors or Omissions

The Secretary was directed to include Ms. VanDuzer in the attendance section and transfer Alderman Murray to the 'Also Present' section (Alderman Murray is not a member of the Committee).

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE MINUTES OF JUNE 6, 1990 BE APPROVED AS AMENDED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Amalgamation of Arena/Trade Centre :
Hamilton Place Foundation

The Committee reviewed the report dated July 5, 1990 from the Director of Finance and Administration advising that the issue has been transferred to Evans, Philp. During discussion it was suggested that Mr. Wm. Powell be considered as a resource person to assist with completion of the necessary paperwork.

MOVED by Alderman Gallagher, seconded by Ms. VanDuzer that

THE AMALGAMATION OF THE ARENA/TRADE CENTRE AND HAMILTON PLACE FOUNDATION BE TABLED PENDING RECEIPT OF A REPORT FROM THE FIRM EVANS, PHILP.

MOTION CARRIED.

4.2 Establishment of Scholarship Foundation Review
Committee

MOVED by Mr. McFarland, seconded by Ms. VanDuzer that

THE FINANCE AND ADMINISTRATION COMMITTEE BE APPOINTED AS THE SCHOLARSHIP FOUNDATION REVIEW COMMITTEE; and

THAT MANAGEMENT BE DIRECTED TO DEVELOP TERMS OF REFERENCE.

MOTION CARRIED.

5. Reports

5.1 Consolidated Unaudited Operating Results for the Five Month Period Ended May 31, 1990 for H.E.C.F.I.

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR THE FIVE MONTH PERIOD ENDED MAY 31, 1990 FOR H.E.C.F.I. BE RECEIVED.

MOTION CARRIED.

It was noted that H.E.C.F.I.'s under expended municipal contribution for the five month period was \$124,268.

5.2 Consolidated Unaudited Operating Results for the Five Month Period Ended May 31, 1990 for C.U.P.

MOVED by Mr. McFarland, seconded by Ms. VanDuzer that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR THE FIVE MONTH PERIOD ENDED MAY 31, 1990 FOR C.U.P. BE RECEIVED.

MOTION CARRIED.

6. New Business

Nil

7. Other Business

Nil

8. Date of Next Meeting

Wednesday, August 8, 1990
12:30 P.M.
Hamilton Room, Copps Coliseum

9. Adjournment

MOVED by Alderman Gallagher, seconded by Alderman McCulloch that

THAT REGULAR SESSION ADJOURN AT 1:08 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Frank DeNardis, Chairman

Patricia Bennett, Secretary

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

FINANCE AND ADMINISTRATION COMMITTEE

Wednesday, August 8, 1990

12:30 P.M.

Copps Coliseum, Hamilton Room

REGULAR MINUTES

PRESENT: Mr. F. DeNardis, Chairman
Alderman J. Gallagher
Alderman T. Jackson

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. T. Burrows
Mr. M. Ryder
Ms. P. Bennett

GUEST: Mr. L. Culver, Evans, Philp

REGRETS: Mr. W. McFarland
Alderman W. McCulloch
Ms. A. VanDuzer

1. Chairman's Remarks

The Chairman called the meeting to order at 3:18 p.m.

2. Correspondence

Nil

TAKEN AS READ AND APPROVED

Frank DeNardis, Chairman

Patricia Bennett, Secretary

Committee Reports/Minutes

5.2 Operations Committee Third Report

1. *[Faint, illegible text]*
2. *[Faint, illegible text]*
3. *[Faint, illegible text]*

4. *[Faint, illegible text]*

5. *[Faint, illegible text]*

6. *[Faint, illegible text]*

7. *[Faint, illegible text]*

8. *[Faint, illegible text]*



OPERATIONS COMMITTEE THIRD REPORT OF 1990

The Operations Committee presents its **THIRD** Report from its meeting held July 25, 1990 and respectfully recommends the following:

1. Expansion of Service Corridor, Third Floor : Hamilton Convention Centre

THAT APPROVAL BE GIVEN TO RETAIN A CONSULTING ENGINEER TO INVESTIGATE THE FEASIBILITY OF EXPANDING THE THIRD FLOOR SERVICE CORRIDOR AND PREPARE SPECIFICATIONS AND DRAWINGS AT A COST NOT TO EXCEED \$3,000.; and

THAT FUNDS BE ALLOCATED FROM CAPITAL FUND ACCOUNT #CF 928941006-5334 - EQUIPMENT AND RENOVATIONS.

2. Donated Wine - Canadian Football Hall of Fame Induction Dinner - October 20, 1990

THAT THE CANADIAN FOOTBALL HALL OF FAME BE ALLOWED TO SERVE DONATED WINE, TWO BOTTLES PER TABLE, AT THE INDUCTION DINNER TO BE HELD ON SATURDAY, OCTOBER 20, 1990.

3. Medical Advisory Services for H.E.C.F.I. Facilities

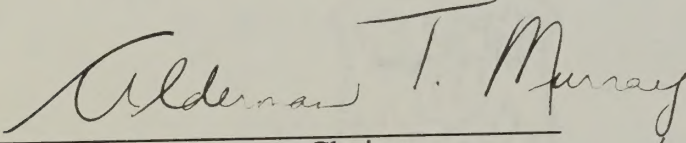
THE VOLUNTARY SERVICES OF DR. MOE ALI, CHIEF OF STAFF, ST. JOSEPH'S HOSPITAL, AS OFFERED IN THE LETTER DATED MAY 11, 1990 BE UTILIZED BY H.E.C.F.I. IN AN ADVISORY CAPACITY TO EVENT MEDICAL STAFF.

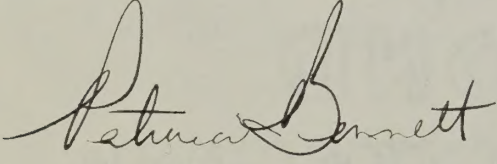
The following items were received/reviewed by the Committee and are presented to the Board for information:

- (i) Correspondence;**

- (ii) Reports: Quality and Receiving Controls - Food Purchases, Hamilton Convention Centre; Future Confirmed Events/Bookings for Convention Centre and Hamilton Place.

Respectfully submitted,


Alderman T. Murray, Chairman


Patricia Bennett, Secretary



HAMILTON
CONVENTION
CENTRE

115 King Street West
Hamilton, Ontario
Canada L8P 4T9
Tel. 416/523-5883

FOR ACTION

MEMO TO: **OPERATIONS COMMITTEE**

FROM: Gabe Macaluso
Managing Director/CEO

Stephen H. Dockman
Operations Manager
Hamilton Convention Centre

DATE: July 12, 1990

SUBJECT: **Expansion of Service Corridor, Third Floor**

- RECOMMENDATION:**
- 1) THAT APPROVAL BE GIVEN TO RETAIN A CONSULTING ENGINEER TO INVESTIGATE THE FEASIBILITY OF EXPANDING THE THIRD FLOOR SERVICE CORRIDOR AND PREPARE SPECIFICATIONS AND DRAWINGS, AT A COST NOT TO EXCEED \$3,000.00.
 - 2) THAT FUNDS BE ALLOCATED FROM CAPITAL FUND ACCOUNT # CF 928941006-5334 - EQUIPMENT AND RENOVATIONS

BACKGROUND:

The Service Corridor behind Chedoke Hall is eight feet wide, which is quite narrow, considering the number of staff required to service a large dinner and the equipment and service carts necessary for service and clearing.

It has been necessary over the years to store equipment and carts in the Fire Exits. During service, the carts also, to an extent, curtail the direct egress from the Chedoke Hall to the Fire Stairwells. As well, it becomes a safety hazard for the staff who are required to carry heavy trays and hot food and coffee in a confined area, particularly during large functions.

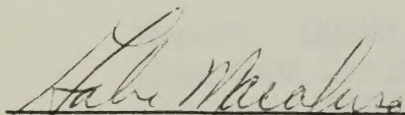
In order to alleviate this problem, we are considering removing the three change rooms, thereby expanding the service corridor of Chedoke 'B' by ten feet to eighteen feet. This will enable us to use the extra 600 square feet for storage and clearing, ultimately freeing up space in Chedoke 'A' and 'C' service corridors.

Brad Calder was requested to review the drawings and advise us on the feasibility and cost of removing the change rooms. A copy of his response is attached for information. He has suggested that the expansion be investigated by a qualified consulting engineer. The cost of this is expected to be approximately \$3,000.00.

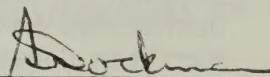
Operations Committee
Expansion of Service Corridor - Third Floor

July 12, 1990

Because the service corridor creates a safety concern for our staff and patrons attending an event in Chedoke Hall, it is in our best interest to pursue any logical idea which will alleviate safety hazards.



Gabe Macaluso
Managing Director/CEO



Stephen H. Dockman
Operations Manager
Hamilton Convention Centre



**Copps
Coliseum**

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

MEMORANDUM

TO : ✓ Mr. S. Dockman,
Operations Manager, Hamilton Convention Centre

FROM : Mr. B. Calder,
Manager of Plant & Building Operations,
Copps Coliseum

DATE : 1990 May 25

SUBJECT : **HAMILTON CONVENTION CENTRE -**
Expansion of Service Corridor 344

I have reviewed the drawings of the above referenced area and have come to the conclusion that expansion of the corridor should be investigated by a qualified consulting engineer.

With the proposed removal of the existing load carrying masonry walls, additional structural reinforcement may be required. In addition, existing mechanical and electrical services will have to be terminated and capped off and/or extended and relocated throughout the area.

Although the actual demolition and reconstruction work is not extensive, I would feel more comfortable engaging a qualified consultant to prepare the work specifications and drawings.

I trust that this information is satisfactory.

BC:mgm

Brad Calder.



HAMILTON
CONVENTION
CENTRE

115 King Street West
Hamilton, Ontario
Canada L8P 4T9
Tel. 416/523-5883

FOR ACTION

MEMO TO: **OPERATIONS COMMITTEE**

FROM: Gabe Macaluso
Managing Director/CEO

Stephen H. Dockman
Operations Manager
Hamilton Convention Centre

DATE: July 17, 1990

SUBJECT: **Donated Wine - Canadian Football Hall of Fame
Induction Dinner - October 20, 1990**

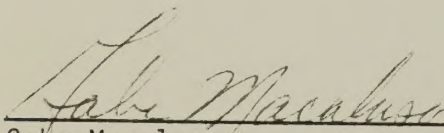
RECOMMENDATION: THAT THE CANADIAN FOOTBALL HALL OF FAME BE ALLOWED TO SERVE DONATED WINE, TWO BOTTLES PER TABLE, AT THE INDUCTION DINNER TO BE HELD ON SATURDAY, OCTOBER 20, 1990.

BACKGROUND:

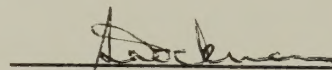
Attached is a letter from Mr. Reg Wheeler, Chairman of the Induction Committee, requesting that donated wine be served at their dinner.

This is an annual request that the Committee has received and approved in the past.

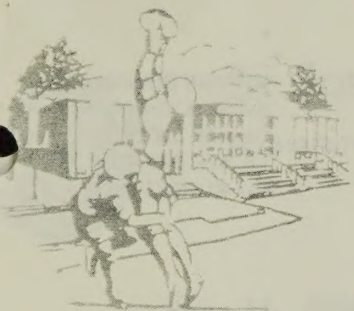
Due to the nature of the event, it is our recommendation that we continue to support the Induction Committee in their efforts.



Gabe Macaluso
Managing Director/CEO



Stephen H. Dockman
Operations Manager
Hamilton Convention Centre



CANADIAN FOOTBALL HALL OF FAME INDUCTION COMMITTEE

58 JACKSON STREET WEST, HAMILTON, ONTARIO L8P 1L4 PHONE 528-7566

July 16, 1990

Mr. Gabe Macaluso
Managing Director / C.E.O.
HECFI
101 York Boulevard
Hamilton, Ontario
L8R 3L4

Dear Gabe:

I am writing to you on behalf of the Canadian Football Hall of Fame Induction Committee.

I know I need not explain to you what we do at these events, except to say this; at all our events, we try to make sure we present a good image for the City of Hamilton.

Each year, we write your organization to ask permission to put donated wine on the tables. We do not ask you for a break in price; we do not ask you for any favours or donations of any kind. We simply ask for your permission to put wine on the tables. We hope you will grant us permission to do it this time the same as you have in the past.

With all best wishes to you and your organization now and in the future. I remain.

Yours sincerely,

Reg Wheeler
Chairman, Induction Committee

RW/sfc





Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

MEMO TO: OPERATIONS COMMITTEE

FROM: Mr. G. Macaluso
Managing Director/CEO

DATE: July 19, 1990

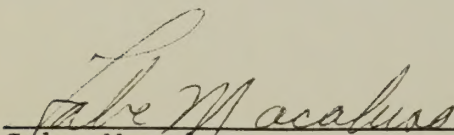
SUBJECT: MEDICAL ADVISORY SERVICES FOR H.E.C.F.I. FACILITIES

RECOMMENDATION:

THAT THE VOLUNTARY SERVICES OF DR. MOE ALI, CHIEF OF STAFF, ST. JOSEPH'S HOSPITAL, AS OFFERED IN THE LETTER DATED MAY 11, 1990 BE UTILIZED BY H.E.C.F.I. IN AN ADVISORY CAPACITY TO EVENT MEDICAL STAFF.

BACKGROUND:

- In the attached letter dated May 11, 1990, Dr. Moe Ali offers his services as a medical advisor to H.E.C.F.I. event medical staff. These services will be provided to patrons attending events at Copps Coliseum at no cost to the Corporation.
- The CEO and staff at Copps Coliseum have recently met with Dr. Ali and concur that the information and advice which Dr. Ali could provide in respect of certain events and medical situations arising therefrom, would be beneficial and of assistance to the medical staff.
- Accordingly, it is being recommended that the services as offered by Dr. Ali be utilized and that Dr. Ali act as the medical advisor to H.E.C.F.I.



Gabe Macaluso
Managing Director/CEO



ST. JOSEPH'S HOSPITAL

McMASTER UNIVERSITY

50 CHARLTON AVENUE EAST, HAMILTON, ONTARIO, CANADA L8N 4A6 PHONE (416) 522-4941



May 11, 1990

Mr. J. Elder,
Events Manager,
Copps Coliseum,
101 York Blvd.,
Hamilton, Ontario.
L8R 3L4

Dear Mr. Elder:

Thank you for taking the time from a busy evening schedule to show me the medical first aid facilities at the Coliseum. It was most impressive! The proximity of the Coliseum to St. Joseph's and the informal ties we've had over the years provide me with an opportunity to formally propose a cooperative association between the Coliseum and St. Joseph's Hospital.

I wish to begin this liaison by volunteering my service as an honorary medical director to the Coliseum. In my capacity as the Southern Ontario Area Surgeon for St. John Ambulance, I am involved in issues of public safety and the Coliseum provides me with a golden opportunity to monitor this aspect on an on-going basis.

Furthermore, I might be of some help to the Coliseum Medical Staff by sanctioning and providing medication which can only be prescribed by a physician.

It was a pleasure to meet so many friends in the Coliseum and I look forward to an ongoing association.

With best wishes,

Moe Ali, M.D., Chief of Staff,
St. Joseph's Hospital and
Professor of Medicine,
McMaster University.

MA/mlam

c.c. Mr. G. Maccaloso,
Chief Executive Officer,
Copps Coliseum.

wp\ali.



Good Shepherd Centres

Mending hope, lives and families
~ Charity Unlimited ~

July 10, 1990

JUL 10 1990

Hamilton Convention Centre
115 King Street West
Hamilton, Ontario
L9H 1V1

Dear Mr. Dockman:

On behalf of the Little Brothers of the Good Shepherd please accept my sincere thanks for your generous donation of food.

The Brothers, staff and volunteers need and depend upon your help. We cannot carry out our ministry of caring for those less fortunate of society without your support. Thank you for helping us to meet our neighbours needs whether they be food, clothing, temporary or more permanent housing, or just a friend to listen to them.

May God bless you for your care, concern and generosity. May you have a happy and relaxing summer.

Sincerely,

Sister Rita Bohnert, C.S.J.
Director, Men's Centre

SRB:sp



HAMILTON
CONVENTION
CENTRE

115 King Street West
Hamilton, Ontario
Canada L8P 4T9
Tel. 416/523-5883

FOR INFORMATION

MEMO TO: **OPERATIONS COMMITTEE**

FROM: Gabe Macaluso
Managing Director/CEO

Stephen H. Dockman
Operations Manager
Hamilton Convention Centre

DATE: July 13, 1990

SUBJECT: **Quality and Receiving Controls - Food Purchases**

RECOMMENDATION: THAT THIS REPORT RELATING TO QUALITY AND RECEIVING CONTROLS -
FOOD SERVICES, BE RECEIVED FOR INFORMATION

BACKGROUND:

At its meeting held June 27, 1990, the Operations Committee requested a report on quality and receiving controls for food services at the Convention Centre.

Since the opening of the Convention Centre in June 1981, we have established and maintained a high standard of food quality. Our Executive Chef, Alan Ginn, takes a great deal of pride in our reputation and thereby ensures at all times that we receive food of the highest quality at the best prices without compromising our standards. A copy of his report is attached for your information.

It is the responsibility of the Purchaser/Receiver, Arlene Holman, to ensure that we receive all items that are listed on the receiving slip and compare the receiving slip to the purchase order to make sure that everything ordered has been received. The kitchen is notified immediately if a particular item has not been shipped, or if the quality of the product is suspect. The Executive Chef or his designate checks the quality for all food products prior to food preparation.

We have a heavy duty 200 lb. scale with electronic digital read out that is used to weigh all bulk meat deliveries, and other food products as required. The only exceptions may be that if the staff are extremely busy in the loading dock with a major trade show, or are short staffed, a particular order may be spot-checked for weight. However, the total number of units received is always checked against the receiving slip and the purchase order, thereby making it virtually impossible to be short changed by the drivers.

There has always been a concern, as indicated by Alan Ginn in his memorandum, that the receiver of food products is also handling garbage, and the garbage compactor. Although there is no wash basin directly in the loading dock, there is one in the adjacent service corridor which is used several times during the day by the receiver, and is checked regularly for soap and paper towels. The Public Health Inspector has suggested that we have separate staff to handle food

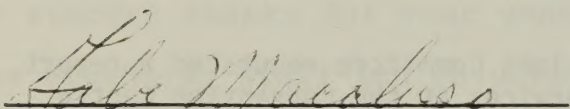
Operations Committss

Quality and Receiving Controls - Food Purchases

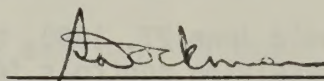
July 13, 1990

and garbage, however due to budget restrictions, this is not possible. The Inspector has accepted this on the premise that a handsink with hot and cold water, soap in a dispenser and paper towels, is readily available for the receiver to wash his hands between functions.

The ultimate indicator that our controls are in place is the food cost and client comments on quality, the majority of which are favourable. The food cost over the years has always been below budget, thereby realizing savings for the Convention Centre. The food cost budget for 1989 was 33.0%; through effective quality and receiving controls, we realized a 31.2% cost, a savings for the year in the amount of \$37,977.00. For 1990 our menu prices were increased to enable us to budget for a 30.0% food cost and thereby reduce the City contribution accordingly. To the end of June 1990 we have achieved a 27.7% cost, realizing a savings to date for 1990 in the amount of \$25,305.00.



Gabe Macaluso
Managing Director/CEO



Stephen H. Dockman
Operations Manager
Hamilton Convention Centre

REPORT

TO: Mr. Stephen Dockman, Operations Manager, HCC

FROM: Alan Ginn, Executive Chef, HCC

DATE: July 9, 1990

SUBJECT: **Quality and Receiving Controls**

Part 1-Quality Controls

a) The procedures for receiving are outlined under **Receiving Controls**, Part 2 of this report.

b) The kitchen staff are instructed to report any sub-standard food products to the Executive Chef or Sous Chef.

The preparation of food is supervised by the Executive Chef or Sous Chef. In their absence, the First Cooks are responsible for maintaining quality in food preparation.

c) List of suppliers:

Produce:

G.A.L. Foods
J.D. Foods

Baked Goods:

Cinniguard
Calabria
Your Bakery
Rehaks Pastry Shop
Tim Hortons
Valentino's
Natural Temptations
Treats
Chef Pinos

Fresh Fish:

Stewart and Mack

Poultry:

Stoney Creek
Sherwood Farms

Dry, Canned & Frozen:

Finlay Foods
Hickson Langs
Flannagans
Maison Gourmet
Thyme & Truffles
Mocomat

Dairy Products:

Anco Foods
Everfresh
Royal Oak Dairies
Golden Horseshoe
Maypole Dairies
Salerno's Dairy

Meats:

Meat Factory
Woodward Meats
Derma Meats
Denninger's Meats
Schneiders
Link's
Vienna Meats

Quality Controls (cont.)

- d) As the list of suppliers indicates, there are several suppliers for most food products.

Each supplier provides a price list.

When purchasing meats, the best quality and price that is provided by each supplier is considered.

Frozen meats are not purchased.

Red Brand beef is bought exclusively because of its consistent quality and size. This also supports the Canadian beef industry.

A2 and A3 stamped meat are purchased to gain the correct fat content.

Beef must be aged properly (10 to 14 days) when received but should not be aged longer than recommended or it will not be accepted.

If any Cryovac is broken and the meat is affected it is returned for credit.

When sales representatives bring in food samples these are compared to similar products already being used.

Food shows are attended to see and compare new products on the market.

Part 2-Receiving Controls

- a) Products are usually received in the loading dock by a purchaser-receiver.
- b) The receiver has two copies of the purchase order made out by the Executive Chef or the Sous Chef.
- c) The receiver checks the goods against the purchase order. If there is anything missing, out of stock or incorrect the kitchen is notified and one copy of the purchase order is returned with the changes. The Executive Chef contacts the supplier regarding these problems.
- d) The purchase order shows the amount of goods ordered, the weight ranges of meats, the price per pound or kilo, the meat classification, e.g. Prime rib, Red Brand-1 X 2, 19-21 lb. average. The purchaser checks the goods for all of these requirements.
- e) The purchaser should weigh meats and open boxes to check for correct contents, number, freshness and specifications as shown on the purchase order.
- f) When goods arrive in the kitchen they should be stored and rotated by the receiver. Some items are date stamped by the receiver.
- g) A daily inventory of fresh fruit, vegetables and dairy products is taken by the Executive Chef. At that time items delivered that day are double checked.
- h) If any goods do not come up to the quality standards expected, the Executive Chef contacts the supplier concerned to determine the reasons for this. The supplier is given several opportunities to prove their competence. If problems continue the supplier's services are terminated.

Receiving Controls (cont.)

- i) If any changes are made on an order after the receiver has acquired it they are notified verbally, by a new purchase order or a note is placed in the receiver's file.
- j) If the receivers are not on duty at the time an order is going to be delivered they pass the purchase order on to Security in advance.

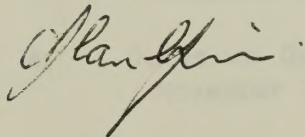
Comments and Suggestions

I feel that there needs to be some improvement in the receiving area.

When shows move in the receivers' time is spent directing traffic rather than concentrating on the arrival of goods for the Convention Centre. At times like this it is impossible for them to check goods properly and delivery to the kitchen is delayed, possibly resulting in the spoilage of food.

Some of the receivers' time is spent compacting garbage and sweeping the loading dock. I don't feel that these tasks should be included in their duties. It is more important that their time is spent on receiving, delivering and storing goods.

A receiver of foods should not be handling garbage and garbage compactors when there are no hand basins in the vicinity of the loading dock.



Alan Ginn
Executive Chef
Hamilton Convention Centre



**Copps
Coliseum**

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

REPORT TO MARKETING AND SALES COMMITTEE

REPORT TO: Marketing and Sales Committee
Attn: Ms. Pat Bennett, Legislative Assistant

FROM: Mr. Barry Snetsinger
Director of Marketing and Sales, HECFI

COPY TO: Ms. Leslee Stewart, Sales Executive, Copps Coliseum

DATE: July 18, 1990

RE: STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES
AT COPPS COLISEUM - AUGUST - NOVEMBER, 1990

August, 1990

- 6 Confirmed Events/Performances
1. Cdn. Middleweight Boxing Championship
: August 1
2. Milli Vanilli Concert (DKD)
: August 10
3. CSAE Trade Show/Marketplace
: August 14
4. Catholic Charismatics of Ontario
: August 18, 19
5. Billy Joel
: August 23

September, 1990

- 8 Confirmed Events/Performances
1. Home Show
: September 13 - 16
2. Dukes vs. Kingston
: September 20
3. Dukes vs. Niagara Falls
: September 23
4. Dukes vs. Sault Ste. Marie
: September 27
5. Dukes vs. Owen Sound
: September 30

October, 1990

8 Confirmed Events

1. Dukes vs. Belleville
: November 4
2. Dukes vs. Detroit
: November 7
3. Dukes vs. Windsor
: November 9
4. Dukes vs. Cornwall
: November 11
5. NBA Pre-Season Exhibition Game
: October 13
6. Dukes vs. Ottawa
: November 14
7. Dukes vs. Sudbury
: November 18
8. Dukes vs. Oshawa
: November 25

November, 1990

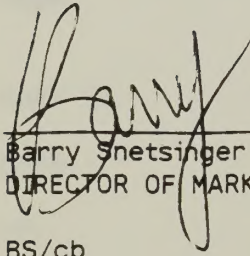
9 Confirmed Events/Performances

1. Dukes vs. Niagara Falls
: November 1
2. Dukes vs. Detroit
: November 3
3. Hamilton International Auto Show
: November 8 - 11
4. Dukes vs. London
: November 15

REPORT TO:
COPPS COLISEUM COMMITTEE - STATUS OF
CONFIRMED EVENTS/PERFORMANCES - JULY, 1990

PAGE 3

5. Dukes vs. Kitchener
: November 22
6. Dukes vs. Owen Sound
: November 29



Barry Shetsinger
DIRECTOR OF MARKETING AND SALES

BS/cb

UPDATE

UPCOMING PROMOTIONS AND CO-PROMOTIONS, HAMILTON PLACE

DATE	SHOW	RECOMMENDATION	CONTRACT STATUS	RATIONALE
July 3-8	CATS	Yes	Rental/CPI	Excellent production from Columbia Artists. One week (8 performances) July 3-8. Kitchener sold out 3 weeks of previous Canadian Tour. Offer to public to be packaged with 3 other musicals. Rental arrangement with CPI guarantees minimum rent plus payment for front-of-house staff totalling approximately \$25,000.
July 17-22	WEST SIDE STORY	Yes	Contracted February 11/90	Show has done well in the past. Production supervised by Jerome Robbins.
August 7-12	OKLAHOMA with John Davidson and Jamie Farr	Yes	Contracted February 11/90	Produced by Robert Young. Performance dates coincide with the Canadian Society of Association Executives Convention. Consideration is being given to a special performance on Sunday. Montréal and O'Keefe Centre have also booked this attraction. Toronto's earlier date (July 3-8) gives us the opportunity to benefit from their television and print campaign as we intend to announce by late May.
Aug. 30-Sept 2	SESAME STREET LIVE	Yes	Contracted May 7, 1990	Excellent family entertainment. Presented with great success recently at O'Keefe Centre. Offer by Vee Corporation (same as O'Keefe) is for a 60/40 split of Box Office, Company costs and local (Hamilton Place) costs are clearly defined and fair. Low ticket price for a very successful family show. Budget worksheet attached.
September 4-9	JESUS CHRIST SUPERSTAR	Yes	Contracted February 11/90	This show has always done well. There is great continuing interest in all works by Andrew Lloyd Webber and Tim Rice. This week has been good for a major musical attraction each year. Terms are good: \$140,000 U.S. plus 60% over \$300,000. Can hold to a reasonable ticket price.
Oct. 18,19	DAVE ALLEN	Yes	Contracted June 20/90	Two sold out shows on previous engagement; virtually guaranteed against loss. Unusual terms: first money to all local costs including min. rent (\$2310) to Hamilton Place & promoter's profit; thereafter, 88% to Dave Allen, 12% to be shared by Promoter and Hamilton Place.

Committee Reports/Minutes

5.2.1

Operations Committee Minutes of June 27, 1990

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

OPERATIONS COMMITTEE

Wednesday, June 27, 1990
12:00 Noon
Copps Coliseum, Hamilton Room

REGULAR MINUTES

PRESENT: Alderman H. Merling, Vice-Chairman
Alderman J. Gallagher
Mr. G. Kay
Mr. N. Levitt
Mr. A. DiIanni

ALSO PRESENT: Mr. G. Macaluso
Mr. S. Dockman
Mr. T. Burrows

REGRETS: Alderman T. Murray

1. Chairman's Remarks

The Chairman called the meeting to order at 12:40 p.m.

2. Correspondence

MOVED by Mr. Levitt, seconded by Mr. Kay that

CORRESPONDENCE FROM THE CANADIAN HOCKEY LEAGUE
COMMENDING STAFF FOR THEIR COOPERATION DURING THE 1990
MEMORIAL CUP WAS RECEIVED FOR INFORMATION.

MOTION CARRIED.

3. Minutes of Regular Session May 23, 1990

MOVED by Mr. Levitt, seconded by Mr. Kay that

THE MINUTES OF THE REGULAR SESSION OF MAY 23, 1990 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Terms of Reference

MOVED by Mr. Kay, seconded by Mr. Levitt that

THE TERMS OF REFERENCE BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4.2 Extended Hours : Box Office

MOVED by Mr. Kay, seconded by Mr. Levitt that

THE REPORT, EXTENDED BOX OFFICE HOURS, BE RECEIVED.

MOTION CARRIED.

Note: Management did not recommend that H.E.C.F.I. Box Office hours be extended.

4.3 Event Security : Hamilton Convention Centre and Hamilton Place

The CEO advised that the background information in the June 18th report was incorrect, specifically paragraph (a). Management was directed to correct the background information and that the Operations Committee would convene immediately prior to the July 20th meeting (7:45 a.m.) to approve the recommendation.

4.4 Crowd Control : Copps Coliseum

MOVED by Mr. Kay, seconded by Mr. Levitt that

STAFF IMPLEMENT THE FOLLOWING MEASURES TO REDUCE CONCOURSE CONGESTION DURING SELL-OUT EVENTS AT COPPS COLISEUM:

- A) INCREASE THE USE OF THE RINK LEVEL EXHIBITION HALL SO AS TO ATTRACT PATRONS TO THIS AREA;
- B) IMPROVE SERVICE AT THE CONCOURSE CONCESSION STANDS SO THAT PATRONS ARE SERVED MORE EFFICIENTLY AND CONGESTION IN FRONT OF THE STANDS IS NOT ALLOWED TO DEVELOP;
- C) INCREASE THE USE OF FOOD AND BEVERAGE HAWKERS TO SERVICE PATRONS AT THEIR SEATS;
- D) ELIMINATE PORTABLE CONCESSION STANDS ON THE CONCOURSE;
- E) DEDICATE ONE LARGE AREA ON THE CONCOURSE FOR THE SALE OF SOUVENIRS/NOVELTY ITEMS.

MOTION CARRIED.

4.5 Location Signage : Copps Coliseum

MOVED by Mr. Kay, seconded by Mr. Levitt that

SEATING SECTION IDENTIFICATION SIGNAGE BE INSTALLED AT COPPS COLISEUM AT A COST NOT TO EXCEED \$5,000.; and

THAT STAFF, IN CONJUNCTION WITH THE CITY PURCHASING DEPARTMENT, REQUEST QUOTATIONS FOR THE SUPPLY AND INSTALLATION OF THIS SIGNAGE; and

THAT THE COST FOR THIS WORK BE FINANCED FROM THE COPPS COLISEUM OPERATING BUDGET ACCOUNT NO. HE 56149 83035.

MOTION CARRIED.

4.6 Management of Alcohol : Copps Coliseum

MOVED by Mr. Kay, seconded by Mr. Levitt that

THE FOLLOWING POLICY BE APPROVED TO DEAL WITH THE
MANAGEMENT OF ALCOHOLIC BEVERAGES AT COPPS COLISEUM:

- i) THE AGE OF SERVERS MUST BE EIGHTEEN YEARS OF AGE
AND OVER;
- ii) A LIMIT OF TWO ALCOHOLIC BEVERAGES PER PERSON AT
TIME OF PURCHASE;
- iii) THE EVENTS SECURITY STAFF TO BE RESPONSIBLE FOR THE
CONTROL OF ALCOHOLIC BEVERAGES IN THE PUBLIC
LICENCED AREAS; HAMILTON-WENTWORTH POLICE TO BE
POSTED AT THE PUBLIC LICENCED AREAS AT ALL
FUNCTIONS;
- iv) THE PUBLIC LICENCED AREAS TO BE OPEN ONE HOUR PRIOR
TO EVENT START TIME;
- v) ALCOHOLIC BEVERAGES TO BE SERVED UNTIL THE MIDDLE
OF THE THIRD PERIOD FOR ALL HOCKEY GAMES INCLUDING
ANY GAMES THAT MAY GO INTO OVERTIME PERIODS;
- vi) ALCOHOLIC BEVERAGES TO BE SOLD AT THE DISCRETION OF
MANAGEMENT FOR CONCERTS. THERE ARE MANY CONCERTS
WHEREBY YOU WOULD NOT WANT TO BE OPEN FOR THE
PURPOSE OF SELLING ALCOHOLIC BEVERAGES. THE CUT-
OFF POINT WILL BE AFTER THE FIRST INTERMISSION.

MOTION CARRIED.

4.7 Concert Policy/Parent's Room : Copps Coliseum

MOVED by Mr. Kay, seconded by Mr. Levitt that

ALL CHILDREN UNDER THE AGE OF TWELVE MUST BE ACCOMPANIED
BY AN ADULT(S) WHEN VIEWING PERFORMANCES AT COPPS
COLISEUM; and

THAT A LIMIT OF ONE PERSON, ASSOCIATED WITH A CHILD/CHILDREN OVER THE AGE OF TWELVE YEARS, BE PERMITTED INTO THE PARENT'S ROOM WHILE THAT CHILD/CHILDREN ARE IN ATTENDANCE AT EVENTS AT COPPS COLISEUM.

MOTION CARRIED.

4.8 Public Smoking/Signage : Copps Coliseum

MOVED by Mr. Kay, seconded by Mr. Levitt that

MANAGEMENT'S JUNE 14, 1990 REPORT REGARDING THE INSTALLATION OF 'NO SMOKING' SIGNAGE IN ACCORDANCE WITH THE CITY OF HAMILTON BY-LAW 80-258 BE RECEIVED.

MOTION CARRIED.

The Secretary was requested to obtain clarification in respect of Mr. L. Staley's position title.

5. Reports

5.1 Copps Coliseum

5.1.1 Client Evaluations : Comment Cards

During discussion of the Client Evaluations, Alderman Gallagher relayed his observations during a recent visit of the Pittsburgh Arena concession system. The CEO was directed to send staff to the Pittsburgh Arena to fully investigate the concession system and to present a detailed report to the next Operations Committee which includes a video tape of the concessions in use during an event and the cost of implementing a similar system at Copps Coliseum.

It was also suggested that T.V. monitors be installed at each of the concession stands which reflect the activity taking place on the arena floor.

5.1.2 Status Report on Confirmed Events

The Status Report on Confirmed Events was received for information.

5.2 Central Utilities Plant

No Report.

5.3 Hamilton Place

The Monthly Calendar of Events was received for information.

5.4 Hamilton Convention Centre

No Report.

6. New Business

6.1 Marketing of Municipal Parking for H.E.C.F.I. Events

The Committee reviewed the May 23, 1990 correspondence from the General Manager of The Parking Authority and it was

MOVED by Alderman Gallagher, seconded by Mr. Kay that

H.E.C.F.I. ADVERTISING POLICY WHICH PROHIBITS THE USE OF MOBILE SIGNS BE AMENDED TO PERMIT THE PARKING AUTHORITY TO ADVERTISE PARKING LOCATIONS DURING MAJOR H.E.C.F.I. EVENTS.

MOTION CARRIED.

It was noted that the signs would be located at the corner of Bay and York (adjacent to the electronic sign and in front of the York Blvd. Parking Ramp).

7. Other Business

7.1 Jurisdiction/Administration of Commonwealth Square

Alderman Merling advised that the issue of the Commonwealth Square would be discussed at the June 28th meeting of the Hamilton Place Committee at which the Coordinator of Lloyd D. Jackson Square (under whose jurisdiction Commonwealth Square falls) would be in attendance. At that time the entire issue of dinner-theatre theme nights; licenced patio; and the possibility of H.E.C.F.I. taking control over the area will be discussed.

7.2 Hamilton Convention Centre Doors

The Director of Operations, Hamilton Convention Centre, advised that there has been a slight delay in the installation of the doors; they will be installed either at the end of this week or the beginning of next week.

8. Date Of Next Meeting

Wednesday, July 25, 1990
12:00 Noon
Hamilton Room, Copps Coliseum

9. Adjournment

The meeting adjourned at 1:10 p.m.

TAKEN AS READ AND APPROVED

Alderman H. Merling, Vice-Chairman

Patricia Bennett, Secretary

U.S. V. I. Department of Justice
Washington, D.C. 20535
February 1, 1964

Dear Sirs:

Reference is made to your letter of January 29, 1964, in which you requested information regarding the activities of the Communist Party, U.S.A., in the State of New York. The information requested is being furnished to you in accordance with the provisions of the Freedom of Information Act, 5 U.S.C. 552, as amended.

The information requested is being furnished to you in accordance with the provisions of the Freedom of Information Act, 5 U.S.C. 552, as amended. The information requested is being furnished to you in accordance with the provisions of the Freedom of Information Act, 5 U.S.C. 552, as amended.

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Very truly yours,

Richard M. Rosenberg, Vice-Chief

Office of the Vice-Chief

Committee Reports/Minutes

5.3 Marketing and Sales Committee Third Report



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

MARKETING AND SALES COMMITTEE THIRD REPORT OF 1990

The Marketing and Sales Committee presents its **THIRD** Report from its meeting held July 27, 1990 and respectfully recommends the following:

1. Hamilton Place Meeting Rooms

THAT HAMILTON PLACE MEETING ROOMS, PIANO NOBILE AND BOARD ROOM BE BOOKED JOINTLY BY THE MARKETING AND SALES DEPARTMENT AND HAMILTON PLACE STAFF.

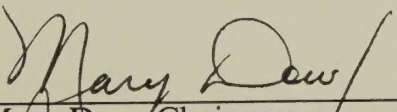
2. "Theme" Nights

THAT FUTURE THEME NIGHTS BE FINANCED FROM THE HAMILTON PLACE PROMOTIONAL BUDGETS.

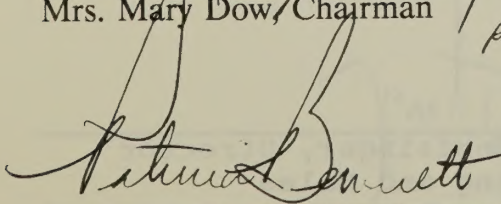
The following items were received/reviewed by the Committee and are presented to the Board for information:

- (i) Correspondence;
- (ii) Report: Status Report on Confirmed Events/Performances at Copps Coliseum - August - November, 1990.

Respectfully submitted,



Mrs. Mary Dow, Chairman



Patricia Bennett, Secretary



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

MEMO TO: **MARKETING AND SALES COMMITTEE**

FROM: Mr. G. Macaluso
Managing Director/CEO

Mr. B. Snetsinger
Director
MARKETING AND SALES

DATE: July 19, 1990

SUBJECT: **HAMILTON PLACE MEETING ROOMS**

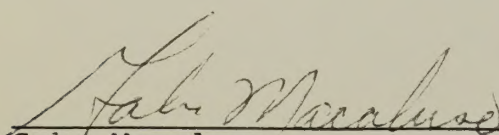
RECOMMENDATION:

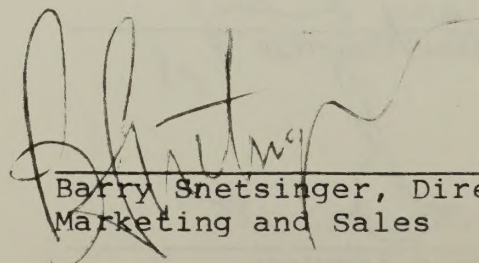
THAT THE HAMILTON PLACE MEETING ROOMS, PIANO NOBILE AND BOARD ROOM BE BOOKED JOINTLY BY THE MARKETING AND SALES DEPARTMENT AND HAMILTON PLACE STAFF.

BACKGROUND:

- Hamilton Place Meeting Rooms, Board Room and Piano Nobile will be used mainly in "overflow" situations;
- A master reservations book will be maintained at Hamilton Place with a duplicate at the Convention Centre.
- Convention Centre room rates will apply to the Hamilton Place rooms. The rate for the Piano Nobile is currently under review.
- A credit formula will be established which will credit Hamilton Place revenues with the room rentals.

Respectfully submitted,


Gabe Macaluso
Managing Director/CEO


Barry Snetsinger, Director
Marketing and Sales

6th July, 1990.

Mr. John Gallagher
Chairman HECFI .

Dear Mr. Gallagher,

I am renewing my subscription to the Monthly Calendar for Hamilton Place and at the same time would like to add my comments regarding possible changes to the policy now in effect.

As a serious theatre goer of over fifty years standing I hope Hamilton Place continues to be the venue for commercial productions. Whilst my husband and I enjoy certain things at Copps Colliseum and have been there many times, there are certain things which are better seen at Hamilton Place such as the current production of CATS which we attended on opening night. It was superb but we know we would not have enjoyed it as much at Copps. It is too large and one loses the sense of intimacy needed in the theatre.

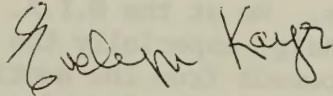
At the same time, we think the theatre should be made available to local arts groups at a nominal rent as they are a necessary part of the community. Surely such a compromise is ~~xxxxxxxxxx~~ possible.

We came to live in Hamilton the same month Hamilton Place opened and have attended regularly ever since. Perhaps not as much in recent years as our tastes are middle of the road and not inclined towards rock groups or country music. However they have their place in the arts but are better suited to Copps as are the ice shows and military spectacles which we enjoy there.

There are a lot of us in the middle taste range and sometimes it seems we are overlooked in the choice of entertainment. We are probably also people who pay more in city property taxes.

As well as our interest in theatre in general we are also ardent sports fans who would love to see a professional hockey team in the city.

Yours sincerely,

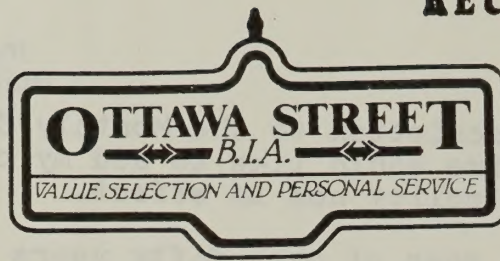


Evelyn Kaye
45 Kenmore Road
HAMILTON
Ontario. L8S 3T8

RECEIVED JUL 09 1990

July 4, 1990

Mr. Gabe Macalusso
Chief Executive Officer
HECFI
City Hall
71 Main Street West
Hamilton, Ontario
L8N 3T4



Dear Gabe:

On behalf of the staff and membership of the Ottawa Street B.I.A., I would like to take this opportunity to thank you for your very generous donation of ten tickets to West Side Story at Hamilton Place.

Four of the tickets were used for our draw accompanied by limo service to and from the show. The rest of the tickets were used for silent auction items; two were used to create a package for a "Night of the Town" - a dinner for two at Diane's in the Sheraton plus the theatre tickets, and the rest were split (2 & 2) as individual items for bidding.

The auction created a great deal of excitement, and because of the success of the auction we have decided to do it again next year! The entire Fabulous Fifties Festival was benefited from this auction and all the wonderful donations we received.

There was approximately \$700.00 raised, which the B.I.A. will increase to \$1000.00 so that, both the Benevolent Fund of the First Church of the Nazarene and Hope Haven Homes will receive \$500.00 each.

The B.I.A. has chosen these charities because they are in our community; the First Church of the Nazarene is located on Ottawa Street as is Hope Haven Homes. We at the B.I.A. feel it is necessary for the community spirit to help, especially the needy and abused women. In return for the proceeds from the auction the Winning Women group (who facilitate the Benevolent Fund) and volunteers from Hope Haven helped to run the auction.

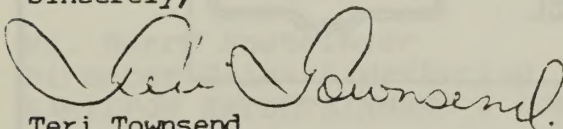
../2

Ms. Diane Thibault was the lucky winner of the four tickets and limo service, Mr. Lorne Holditch of Toronto was the successful bidder for the Night on the Town package and Ms. K. Sullivan was the lucky bidder who purchased the other four tickets. There was a great deal of interest in these tickets and they helped to make our auction and draw a great success.

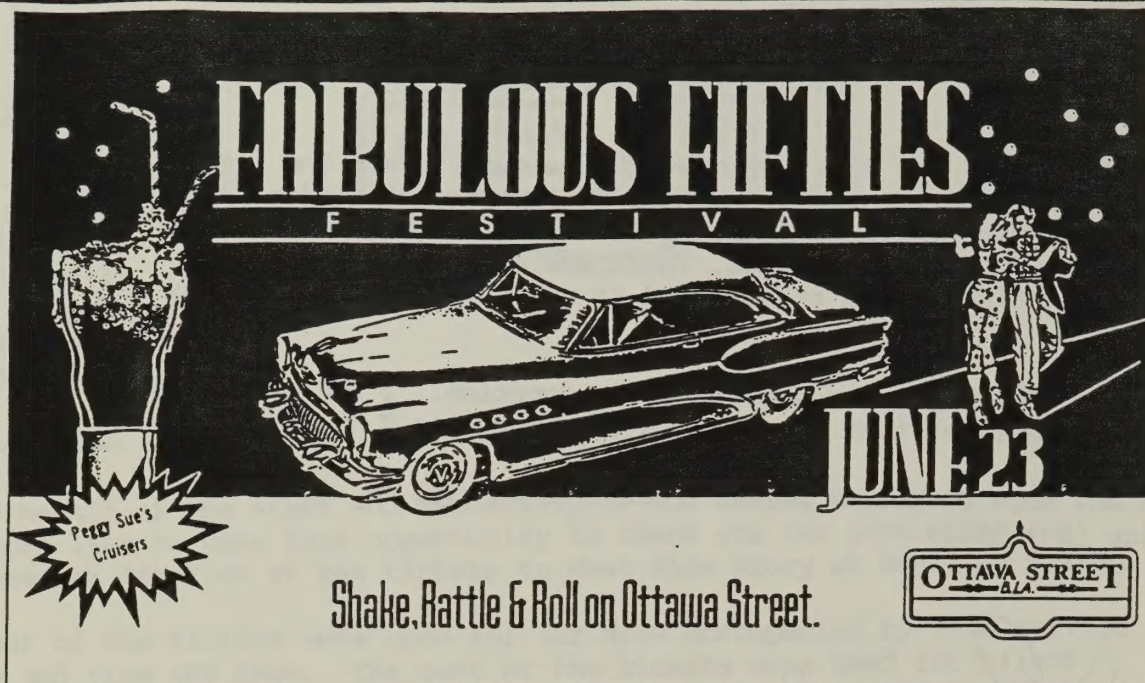
Once again Gabe, thank you for your generous donation. I am enclosing a copy of the draw flyer that appeared in the Spectator T.V. Times.

If you have any more questions please feel free to call me at the B.I.A. office (544-5822).

Sincerely,



Teri Townsend
Manager



FUN FOR ALL!

FEATURING

- Celebrity Auction
- Mascots
- Clowns
- Face Painting
- Balloons
- DRAWS
- CKOC 1150 live remote

DEMONSTRATIONS

10:30 to 3:00 p.m.

- '50's band WILDFIRE
- THE INTERNATIONAL ROLLER SKATING CLUB OF HAMILTON (in co-operation with Hamilton Roller Gardens)
- COLLEEN'S DANCE STUDIO

WIN!

1st Prize: 4 tickets to West Side Story at Hamilton Place, with limo service.

2nd Prize: 2 tickets to a "Mystery" rock concert.

3rd Prize: 2 tickets to a Blue Jays game and 2 tickets to a Hamilton Tiger Cat home game.

4th Prize: Sony AM/FM Radio Cassette Recorder. Courtesy of

CKOC 1150

Rules

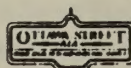
One coupon per person per location
Deposit ballots at any participating merchant on Ottawa Street. (Look for the Soda Glass)

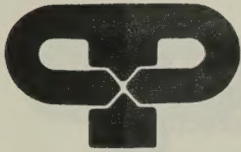
Ballots must be deposited by 4:00 p.m.
Saturday June 23

Winners to be announced on CKOC 1150 at 6:15 p.m.

Name _____
Address _____
City _____
Prov. _____
Postal Code _____
Tel () _____

CKOC 1150





65TH ANNUAL CONFERENCE OF THE
PURCHASING MANAGEMENT ASSOCIATION OF CANADA

65^e CONGRES
ASSOCIATION CANADIENNE DE GESTION DES ACHATS

June 13, 1990

Mr. Barry Snetsinger
Director Sales & Marketing
HAMILTON ENTERTAINMENT & CONVENTION FACILITIES
101 York Blvd.
Hamilton, Ontario
L8R 3L4

Dear Sir

I wish to extend my appreciation to you and your staff, in particular Irene Kovacs, Sal Farrauto, Bruce McCready, and Steve Doeman, who worked closely with our organization in producing an excellent conference.

We received many compliments regarding the quality of the facility and meals and our delegates found your staff to be most cooperative and more than willing to assist us in any changes.

Personally, as chairman of the conference the cooperation I received made my job easier and helped to produce a very successful purchasing conference.

Yours very truly

Doug Mantle
Conference Chairman

DCM/mm

JUNE / JUIN 6 TO 8, 1990
HAMILTON, ONTARIO.





Hamilton
Entertainment
and Convention
Facilities Inc.

Alderman John Gallagher
Chairman, HECFI
Board of Directors

1990 June 20

Mr. B. Snetsinger,
Marketing Director,
Convention Centre

Dear Barry:

I am forwarding you a letter received from Doug Mantle, Conference Chairman, commending the Convention Centre for their assistance during their Annual Purchasing Conference of last week.

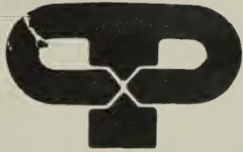
It is always a pleasure to receive compliments of this nature. Please forward my compliments to those who participated in making this event such a huge success.

Yours sincerely,

John Gallagher, Chairman,
HECFI, Alderman, Ward 7

JG:tb

c.c.



65TH ANNUAL CONFERENCE OF THE
PURCHASING MANAGEMENT ASSOCIATION OF CANADA

65^e CONGRÈS
ASSOCIATION CANADIENNE DE GESTION DES ACHATS

June 13, 1990

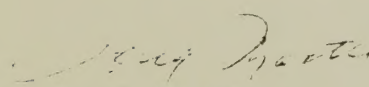
Alderman J. Gallagher
Chairman
HAMILTON ENTERTAINMENT & CONVENTION FACILITIES
101 York Blvd.
Hamilton, Ontario
L8R 3L4

Dear Sir

I wish to take this opportunity to extend my congratulations to all those who assisted us at the convention centre during our annual purchasing conference last week.

We have received many favourable compliments on your facility and the quality of the food, certainly the city should be proud to have such an excellent facility. During our convention we showed that Hamilton is a leader in the convention field, and our delegates are certainly looking forward to returning to Hamilton.

Yours very truly


Doug Mantle
Conference Chairman

DCM/mm

JUNE / JUIN 6 TO 8, 1990
HAMILTON, ONTARIO.

Recreation and Parks Department

CITY OF SCARBOROUGH



150 Borough Drive
Scarborough, Ontario
Canada M1P 4N7

Tel. (416)
Refer to:

June 27, 1990

Barry Snetsinger
Director, Marketing and Sales
Hamilton Entertainment and Convention Facilities Inc.
115 King St. West
Second Floor
Hamilton, Ontario
L8P 4T9

Barry
Dear Mr. Snetsinger,

My sincere thanks for your part in making our tour of the Hamilton Place. Together, our Council members and staff felt the day to be a great success. Your time and effort were much appreciated.

Please extend a special thanks to Cheryl who was a tremendous asset in helping to get us organized.

Yours truly,

Liz
LIZ LOUNSBURY
Co-ordinator
Research & Development

LL/nd



Miss Ruth Black
6-460 Aberdeen Ave
Hamilton, Ontario
L8P 2S2
(416) 577-0478

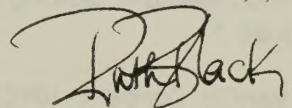
Hamilton Entertainment and Convention Facilities Inc.
c/o Ms. Alison VanDuzer
Hamilton, Ontario

Dear Ms. VanDuzer;

I would like to take a moment to thank you for your recent donation of door prizes to the McMaster Commerce Graduation committee. Your donation enabled our evening to be a much fuller one and your support is fully appreciated.

Thank you for your interest in McMaster graduates.

Sincerely,



Ruth Black
Graduation Chairperson



Copps Coliseum

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

REPORT TO MARKETING AND SALES COMMITTEE

REPORT TO: Marketing and Sales Committee
Attn: Ms. Pat Bennett, Legislative Assistant

FROM: Mr. Barry Snetsinger
Director of Marketing and Sales, HECFI

COPY TO: Ms. Leslee Stewart, Sales Executive, Copps Coliseum

DATE: July 18, 1990

RE: STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES
AT COPPS COLISEUM - AUGUST - NOVEMBER, 1990

August, 1990

- 6 Confirmed Events/Performances
1. Cdn. Middleweight Boxing Championship
: August 1
2. Milli Vanilli Concert (DKD)
: August 10
3. CSAE Trade Show/Marketplace
: August 14
4. Catholic Charismatics of Ontario
: August 18, 19
5. Billy Joel
: August 23

September, 1990

- 8 Confirmed Events/Performances
1. Home Show
: September 13 - 16
2. Dukes vs. Kingston
: September 20
3. Dukes vs. Niagara Falls
: September 23
4. Dukes vs. Sault Ste. Marie
: September 27
5. Dukes vs. Owen Sound
: September 30

October, 1990

8 Confirmed Events

1. Dukes vs. Belleville
: November 4
2. Dukes vs. Detroit
: November 7
3. Dukes vs. Windsor
: November 9
4. Dukes vs. Cornwall
: November 11
5. NBA Pre-Season Exhibition Game
: October 13
6. Dukes vs. Ottawa
: November 14
7. Dukes vs. Sudbury
: November 18
8. Dukes vs. Oshawa
: November 25

November, 1990

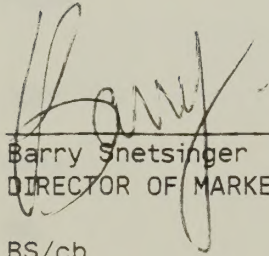
9 Confirmed Events/Performances

1. Dukes vs. Niagara Falls
: November 1
2. Dukes vs. Detroit
: November 3
3. Hamilton International Auto Show
: November 8 - 11
4. Dukes vs. London
: November 15

REPORT TO:
COPPS COLISEUM COMMITTEE - STATUS OF
CONFIRMED EVENTS/PERFORMANCES - JULY, 1990

PAGE 3

5. Dukes vs. Kitchener
: November 22
6. Dukes vs. Owen Sound
: November 29



Barry Shetsinger
DIRECTOR OF MARKETING AND SALES

BS/cb

UPDATE

UPCOMING PROMOTIONS AND CO-PROMOTIONS, HAMILTON PLACE

DATE	SHOW	RECOMMENDATION	CONTRACT STATUS	RATIONALE
July 3-8	CATS	Yes	Rental/CPI	Excellent production from Columbia Artists. One week (8 performances) July 3-8. Kitchener sold out 3 weeks of previous Canadian Tour. Offer to public to be packaged with 3 other musicals. Rental arrangement with CPI guarantees minimum rent plus payment for front-of-house staff totalling approximately \$25,000.
July 17-22	WEST SIDE STORY	Yes	Contracted February 11/90	Show has done well in the past. Production supervised by Jerome Robbins.
August 7-12	OKLAHOMA with John Davidson and Jamie Farr	Yes	Contracted February 11/90	Produced by Robert Young. Performance dates coincide with the Canadian Society of Association Executives Convention. Consideration is being given to a special performance on Sunday. Montréal and O'Keefe Centre have also booked this attraction. Toronto's earlier date (July 3-8) gives us the opportunity to benefit from their television and print campaign as we intend to announce by late May.
Aug. 30-Sept 2	SESAME STREET LIVE	Yes	Contracted May 7, 1990	Excellent family entertainment. Presented with great success recently at O'Keefe Centre. Offer by Vee Corporation (same as O'Keefe) is for a 60/40 split of Box Office, Company costs and local (Hamilton Place) costs are clearly defined and fair. Low ticket price for a very successful family show. Budget worksheet attached.
September 4-9	JESUS CHRIST SUPERSTAR	Yes	Contracted February 11/90	This show has always done well. There is great continuing interest in all works by Andrew Lloyd Webber and Tim Rice. This week has been good for a major musical attraction each year. Terms are good: \$140,000 U.S. plus 60% over \$300,000. Can hold to a reasonable ticket price.
Oct. 18,19	DAVE ALLEN	Yes	Contracted June 20/90	Two sold out shows on previous engagement: virtually guaranteed against loss. Unusual terms: first money to all local costs including min. rent (\$2310) to Hamilton Place & promoter's profit; thereafter, 88% to Dave Allen, 12% to be shared by Promoter and Hamilton Place.

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Committee Reports/Minutes

5.3.1 Marketing and Sales Committee Minutes of June 29, 1990

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MARKETING AND SALES COMMITTEE

Friday, June 29, 1990

8:00 a.m.

Hamilton Convention Centre, Room 206

REGULAR MINUTES

PRESENT: Mrs. Mary Dow, Chairman
Mr. M. Ryder, Vice-Chairman
Alderman J. Gallagher
Alderman D. Drury
Alderman D. Agostino
Mr. W. Tidball

ALSO PRESENT: Mr. G. Macaluso
Mr. T. Burrows
Mr. J. Leuser
Mr. S. Farrauto
Ms. P. Bennett

1. Chairman's Remarks

The Vice-Chairman called the meeting to order at 9:41 a.m.

2. Correspondence

MOVED by Mr. Tidball, seconded by Alderman Gallagher that

CORRESPONDENCE FROM CRIME STOPPERS INTERNATIONAL, INC.,
UNIFIED FAMILY COURT, CITY OF SCARBOROUGH, CITY OF
HAMILTON'S PURCHASING DEPARTMENT, ONTARIO AUTOMOBILE
DEALER ASSOCIATION BE RECEIVED.

MOTION CARRIED.

3. Minutes of Regular Session May 25, 1990

MOVED by Alderman Gallagher, seconded by Mr. Tidball that

THE MINUTES OF REGULAR SESSION MAY 25, 1990 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Jurisdiction/Administration of Commonwealth Square

MOVED by Alderman Gallagher, seconded by Mr. Tidball that

THE JUNE 19, 1990 REPORT OUTLINING ADMINISTRATION/JURISDICTION OF COMMONWEALTH SQUARE BE RECEIVED.

MOTION CARRIED.

4.2 Advertising (Acceptability) Guidelines

MOVED by Mr. Tidball, seconded by Alderman Gallagher that

THE MARKETING AND SALES DEPARTMENT REVIEW THE GUIDELINES AND CODE OF ETHICS ESTABLISHED BY THE ASSOCIATION OF CANADIAN ADVERTISERS (ACA) WITH A VIEW TO EMPLOYING THEM TO GOVERN ADVERTISING IN H.E.C.F.I. FACILITIES.

MOTION CARRIED.

5. Reports

5.1 Copps Coliseum

5.1.1 Status Report on Confirmed Events/Performances
 : July - October, 1990

MOVED by Alderman Gallagher, seconded by Mr. Tidball
that

THE STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES :
JULY - OCTOBER, 1990 BE RECEIVED.

MOTION CARRIED.

It was agreed that a ticket booth would be set up at the
Convention Centre during the Dan Sherry Boxing Training
Week, to sell tickets to the fight August 18th.

5.2 Hamilton Place

5.2.1 Calendar of Events

MOVED by Alderman Gallagher, seconded by Mr. Tidball
that

THE CALENDAR OF EVENTS BE RECEIVED.

MOTION CARRIED.

5.3 Hamilton Convention Centre

Nil

6. New Business

7. Other Business

8. Date of Next Meeting

Friday, July 27, 1990

8:00 A.M.

Room 206, Hamilton Convention Centre

Marketing and Sales Committee
Regular Session
June 29, 1990

Page 4

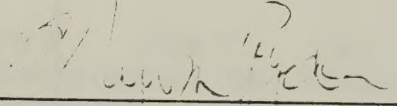
9. Adjournment

MOVED by Alderman Gallagher, seconded by Mr. Tidball
that

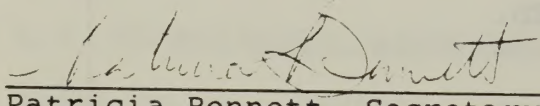
THE MEETING ADJOURN AT 9:50 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED



Mr. M. Ryder, Vice-Chairman



Patricia Bennett, Secretary

Committee Reports/Minutes

5.4 Hamilton Place Task Force First, Second, Third and Fourth Reports

10/10/1917

Dear Mr. [Name]
[Faint text]

Yours faithfully

[Faint text]

[Faint text]

[Faint text]

[Faint text]

[Faint text]

[Faint text]



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

REPORT TO THE HECFI BOARD OF DIRECTORS
OF THE HAMILTON PLACE TASK FORCE
MEETING OF JULY 24, 1990

The Hamilton Place Task Force presents its FIRST Report and respectfully recommends:

1. Election of the Chairman
of the Hamilton Place Task Force

That nominations be closed for the position of Chairman of the Hamilton Place Task Force, and that Mr. Paul R. Jaggard be appointed as Chairman.

Note: Mr. Chuck Renaud, Chairman, Arts Advisory Sub-Committee, nominated Mr. Paul Jaggard for Chairman. As there were no further nominations made, nominations were closed and Mr. Jaggard was appointed as Chairman of the Hamilton Place Task Force.

2. Election of the Vice-Chairman
of the Hamilton Place Task Force

That the vote stand with Mr. William Tidball as Vice-Chairman of the Hamilton Place Task Force, and that the ballots be destroyed.

Note: For the position of Vice-Chairman of the Hamilton Place Task Force, Alderman John Gallagher opened the floor for nominations. Alderman H. Merling nominated Mr. William Tidball. Ms. Chris Hamilton nominated Ms. Liz Robinson. Nine ballots were cast in a secret ballot. Mr. G. Macaluso and Mrs. J. Mills counted ballots.

The following is submitted as information only:

1. Determine Schedule of Meetings

The Chairman indicated that there would be approximately five meetings of the Task Force prior to the completion date of October 1, 1990. Meetings were scheduled for Thursday, August 9, 1990 at 4:30 p.m. and Thursday, August 23, 1990 at 4:30 p.m. with all meetings to take place in the Hamilton Place Board Room. The Chairman requested that the Secretary distribute to all members a detailed listing of the membership, together with a copy of Bill Pr34.

2. Determine Terms of Reference

This item was not discussed.

3. Minutes of the Hamilton Performing Arts Corporation
Inc. - September 27, 1972 to October 25, 1973

This item was received as information and is attached as Schedule "A".

4. Correspondence from 1971 Pertaining to Establishing
Hamilton Place

This item was received as information and is attached as Schedule "B".

5. Newspaper Clippings with Reference to Hamilton Place

This item was received as information and is attached as Schedule "C".

6. Hamilton Place Mandate and Target Date
for Completion

This item was received as information and is attached as Schedule "D".

RESPECTFULLY SUBMITTED

Paul R. Jaggard ^{per} *Jmills*

PAUL R. JAGGARD, CHAIRMAN
HAMILTON PLACE TASK FORCE

Jmills

JOAN MILLS
TASK FORCE SECRETARY

UNITED STATES DEPARTMENT OF THE INTERIOR
BUREAU OF LAND MANAGEMENT
WASHINGTON, D.C. 20250

Page 2

Statement of the Secretary of the Interior
Re: [illegible]

This item was reviewed by the Secretary of the Interior on [illegible] and is hereby approved.

Statement of the Secretary of the Interior
Re: [illegible]

This item was reviewed by the Secretary of the Interior on [illegible] and is hereby approved.

Statement of the Secretary of the Interior
Re: [illegible]

This item was reviewed by the Secretary of the Interior on [illegible] and is hereby approved.

Statement of the Secretary of the Interior
Re: [illegible]

This item was reviewed by the Secretary of the Interior on [illegible] and is hereby approved.

APPROVED AND FORWARDED:

[Signature]

WILLIAM H. JENNINGS, CHIEF
BUREAU OF LAND MANAGEMENT

[Signature]

JOHN W. JENNINGS
DEPUTY CHIEF

MINUTES OF THE FIRST ANNUAL MEETING OF THE BOARD OF DIRECTORS OF
HAMILTON PLACE ARTS CORPORATION, INC., HELD ON 27 OCTOBER 1972 AT 8:00 P.M.
THE HAMILTON PLACE ARTS CORPORATION, INC.

Present were:
Mr. J. A. GILBERT
Mr. J. S. HARRIS
Mr. J. A. GILBERT
Mr. J. S. HARRIS
Mr. J. A. GILBERT
Mr. J. S. HARRIS

1. ROLL CALL & ANNOUNCEMENTS

MOTION was made by Mr. J. A. GILBERT, seconded by Mr. J. S. HARRIS, and unanimously agreed that Mr. J. A. GILBERT be appointed Chairman.

MOTION was made by Mr. J. S. HARRIS, seconded by Mr. J. A. GILBERT, and unanimously agreed that Mr. J. S. HARRIS be appointed Vice-Chairman.

MOTION was made by Mr. J. A. GILBERT, seconded by Mr. J. S. HARRIS, and unanimously agreed that Mr. J. A. GILBERT be appointed Secretary.

MOTION was made by Mr. J. S. HARRIS, seconded by Mr. J. A. GILBERT, and unanimously agreed that Mr. J. S. HARRIS be appointed General Manager of the Hamilton Place Arts Corporation.

Hamilton Place Task Force

**Subject: Minutes of the Hamilton Performing Arts Corporation, Inc.
September 27, 1972 to October 25, 1973**

MOTION was made by Mr. J. A. GILBERT, seconded by Mr. J. S. HARRIS, and unanimously agreed that the minutes of the Hamilton Performing Arts Corporation, Inc. be approved.

2. PRESENTATION OF ARTS

MOTION was made by Mr. J. S. HARRIS, seconded by Mr. J. A. GILBERT, and unanimously agreed that all arts, activities, programs, exhibitions, performances, and other matters be referred to the Hamilton Performing Arts Corporation, Inc. for consideration and approval.

3. ANNUAL MEETING

MOTION was made by Mr. J. A. GILBERT, seconded by Mr. J. S. HARRIS, and unanimously agreed that the Annual Meeting of the Hamilton Performing Arts Corporation, Inc. shall be the regular meeting held on September 27 of each year.

4. APPOINTMENT OF ASSISTANT TO CHAIRMAN

MOTION was made by Mr. J. S. HARRIS, seconded by Mr. J. A. GILBERT, and unanimously agreed that Mr. J. S. HARRIS be appointed as Assistant to the Chairman, with an annual salary of \$15,000.

RECEIVED: Bureau of the Census
Washington, D.C.
August 27, 1952

MINUTES OF THE FIRST ANNUAL MEETING OF THE BOARD OF DIRECTORS OF THE HAMILTON
PERFORMING ARTS CORPORATION, INC., HELD ON 27 SEPTEMBER 1972 (3:00 P.M.) AT
THE HAMILTON THEATRE AUDITORIUM BOARD ROOM.

Present were:

Mr. B.W. Gillespie
Mrs. L.S. Paikin
Controller A.H. Jones
Mr. G. Carruth
Alderman J. Stowe
Mr. G. MacPherson

A. ELECTIONS & APPOINTMENTS

MOTION was made by Alderman J. Stowe, seconded by Mrs. L.S. Paikin, and unanimously agreed that Mr. B.W. Gillespie be appointed Chairman.

MOTION was made by Controller Anne Jones, seconded by Alderman J. Stowe, and unanimously agreed that Mrs. L.S. Paikin be appointed Vice-Chairman.

MOTION was made by Mr. Gordon Carruth, seconded by Alderman J. Stowe, and unanimously agreed that Mr. G. MacPherson be appointed Secretary.

MOTION was made by Alderman J. Stowe, seconded by Mrs. L.S. Paikin, and unanimously agreed that Mr. G. MacPherson be appointed General Manager of The Hamilton Performing Arts Corporation, Inc.

B. ENACTMENT OF BY-LAW NO. 1

MOTION was made by Alderman J. Stowe, seconded by Mr. G. Carruth, and unanimously agreed that By-Law No. 1, attached hereto, relating generally to the transaction of the business and affairs of the Hamilton Performing Arts Corporation, Inc. be adopted.

C. RESOLUTION CONFIRMING ACTS

MOTION was made by Mrs. L.S. Paikin, seconded by Alderman J. Stowe, and unanimously agreed that all acts, contracts, by-laws, proceedings, appointments, elections and payments enacted, made, done and taken by the Interim Management Committee, the General Manager and other officers of the Hamilton Performing Arts Corporation, Inc. from the date of their appointment are hereby approved and confirmed, resolution attached hereto.

D. ANNUAL MEETING

MOTION was made by Mr. G. Carruth, seconded by Alderman J. Stowe, and unanimously agreed that the Annual Meeting of the Hamilton Performing Arts Corporation, Inc. shall be the regular meeting held in September of each year.

E. APPOINTMENT OF ASSISTANT TO GENERAL MANAGER

MOTION was made by Mrs. L.S. Paikin, seconded by Mr. G. Carruth, and unanimously agreed that Mr. Larry O. Russell be appointed as Assistant to the General Manager at an annual salary of \$13,000.

F. RENTAL RATES

MOTION was made by Alderman J. Stowe, seconded by Mr. G. Carruth, and unanimously agreed that the schedule of rental rates as submitted by Mr. MacPherson and attached hereto, be adopted as the minimum rate schedule for the Theatre-Auditorium.

G. NEW BUSINESS

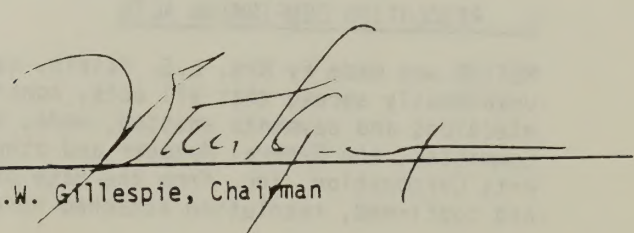
1. The General Manager was instructed to proceed with preparing a lease for space for the Hamilton Philharmonic Orchestra.
2. The General Manager was instructed to investigate insurance coverage for the Corporation and report at the next meeting.

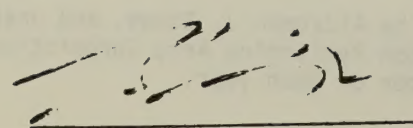
H. NEXT MEETING

The next meeting of the Board of Directors of the Hamilton Performing Arts Corporation, Inc. is to take place on Wednesday, October 25th, 1972, at the Hamilton Theatre Auditorium Board Room.

There being no further business, the Meeting adjourned at 4:35 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B.W. Gillespie, Chairman


George MacPherson, Secretary

BY-LAW NO. 1

A by-law relating generally to the transaction of the business and affairs of The Hamilton Performing Arts Corporation, Inc.

In this by-law, and unless otherwise specified, in all Minutes, by-laws, resolutions or other documents of the Corporation:

- (a) "Board" means the Board of Directors of the Corporation;
- (b) "Chairman" means the Director who is the Chairman of the Board;
- (c) "City" means The Corporation of the City of Hamilton;
- (d) "Corporation" means The Hamilton Performing Arts Corporation, Inc.;
- (e) "Council" means the Council of the City;
- (f) "Director" means a person appointed to the Board as a member thereof;
- (g) "General Manager" means the Manager of the Corporation including the Theatre-Auditorium;
- (h) "Theatre-Auditorium" includes the enterprise, structure and land located in the "Lloyd D. Jackson Square" and any other facilities within the City that may be available to or used from time to time by the Corporation and maintained, operated and managed as a going concern for the objects set forth in this Act.

BUSINESS OF THE CORPORATION

Corporate Seal

Until changed by Resolution of the Board, the Corporate Seal of the Corporation shall be in the form impressed hereon.

Financial Year

The fiscal period of the Corporation of the City of Hamilton ends on the 31st day of December in each year and as required by The City of Hamilton Act, 1972 the fiscal period of the Corporation shall be the same as the fiscal period for the City.

Execution of Instruments

Deeds, transfers, assignments, contracts, obligations, certificates and other instruments may be signed on behalf of the Corporation by two persons, one of whom holds the office of Chairman or Vice Chairman of the Board and the other of whom holds the office of General Manager or Secretary. In addition, the Board may from time to time direct by Resolution the manner in which and the person or persons by whom any particular instrument or class of instruments may or shall be signed. Any signing officer or the Corporation's solicitors may affix the Corporate Seal thereto.

Banking Arrangements

The banking business of the Corporation shall be transacted with such banks, trust companies or other bodies corporate or organizations as may from time to time be designated by or under the authority of the Board. Such banking business or any part thereof shall be transacted under such agreements, instructions and delegations of powers as the Board may from time to time prescribe or authorize.

Place of Meetings

Meetings of the Board shall be held in the City of Hamilton, or, if the Board so determines and all absent Directors consent, at some place outside Hamilton including some place outside Ontario.

Unless otherwise determined by the Board, the Board shall meet on the last Wednesday of each calendar month at such time and place as the Board, the Chairman or Vice Chairman or the Secretary shall determine.

Special Meetings

Special meetings of the Board may be called by the Chairman, or Vice Chairman or the Secretary as required.

Committees

The Board may from time to time elect or appoint such Committees as it may deem advisable, but the functions of any such Committees shall be advisory only.

The Board of Directors

The Board shall be responsible for the formation of the policies of the Corporation and the policies of the Board shall be administered by the General Manager.

The Director

An individual Director has the right to exert his influence with the Board for approval of actions or policies he favours, but his authority does not go beyond his vote. He shall abide by the decisions of the Board.

Without the approval of the Board no individual Director shall commit the Corporation to any action or policy, nor shall he direct the staff or any operation of the Corporation. All direction with respect to the staff and the operations of the Corporation shall be directed to the General Manager.

The Director is a representative of the Corporation to the public but may speak publicly only in areas of clearly defined policy. He should defend the Corporation against criticism and where he feels the criticism justified should take steps within the Board to remedy the situation.

The Director in carrying out his role, should regard his appointment as a public trust; should be scrupulous in his disassociation of all personal interests from the Corporation and should devote his best energies and skills to the welding of diverse opinion into constructive policy for the community good.

Role of the General Manager

The General Manager shall have supervision of the affairs and business of the Corporation.

The General Manager shall make arrangements and contracts between the Corporation and other persons and other organizations so as to maintain and operate and manage the Theatre-Auditorium in accordance with the objects of the Corporation.

The General Manager shall direct the development of a public relations programme for the Corporation and shall be free to speak publicly for the Corporation within policy adopted.

The General Manager shall have general charge and be answerable for finances and property of the Corporation and shall have the authority to disburse funds for necessary expenses within budget limitations. He shall have the authority in emergencies to commit the Corporation to expenditures for special purposes in keeping with the Corporation objectives in amounts totalling up to, but not exceeding \$5,000.00.

The General Manager shall appoint and remove any and all employees and agents of the Corporation and shall settle the terms of their employment and remuneration. In the interest of long term development appointments to the position of General Manager and Assistant General Manager shall be the responsibility solely of the Board.

For the information of the Board, the General Manager shall prepare monthly reports either verbal or written, summarizing all major activities of interest and presenting a casualized financial summary for the thirty-day period previous.

Protection of Directors, Officers, Employees and Others

Limitation of Liability

No Director or Officer of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other Director or Officer or employee, or for joining in any receipt or other act for conformity, or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of any security in or upon which any of the moneys of the Corporation shall be invested, or for any loss or damage arising from the bankruptcy, insolvency or tortious acts of any person with whom any of the moneys, securities or effects of the Corporation shall be deposited, or for any loss occasioned by any error of judgment or oversight on his part, or for any other loss, damage or misfortune whatever which shall happen in the execution of the duties of his office or in relation thereto, unless the same are occasioned by his own wilful neglect or default, provided that nothing herein shall relieve any Director or Officer of any liability imposed upon him by The Corporation Act.

Indemnity

Subject to the limitations contained in The Corporations Act, every Director and every Officer of the Corporation and every other person who has undertaken or is about to undertake any liability on behalf of the Corporation or any body corporate controlled by it and his heirs, executors, administrators and other legal personal representatives shall, from time to time, be indemnified and saved harmless by the Corporation from and against:

- (a) Any liability and all costs, charges and expenses that he sustains or incurs in respect of any action, suit or proceeding that is proposed or commenced against him for or in respect of anything done or permitted by him in respect of the execution of the duties of his office; and;

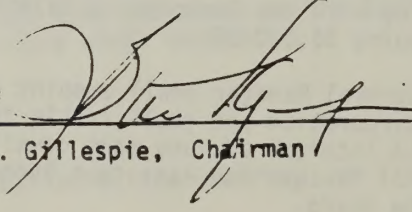
By-Law No. 1 - Pg. 4

- (b) All other costs, charges and expenses that he sustains or incurs in respect of the affairs of the Corporation.

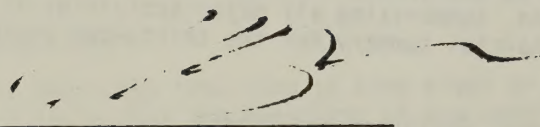
Insurance

Subject to the limitations contained in The Corporations Act, the Corporation may purchase and maintain such insurance for the benefit of its Directors and Officers as such as the Board may from time to time determine.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.



B.W. Gillespie, Chairman



George MacPherson, Secretary

RESOLUTION
CONFIRMATION OF ACTS

On Motion duly made by Mrs. L.S. Paikin, and seconded by Alderman J. Stowe, and carried unanimously it was RESOLVED that all acts, contracts, by-laws, proceedings, appointments, elections and payments enacted, made, done and taken by the Interim Management Committee, the General Manager and the other officers of the Hamilton Performing Arts Corporation, Inc. from the date of their appointment are hereby approved and confirmed.

The appointment of the Interim Management Committee was recommended in the Eighteenth Report of the Board of Control and approved by City Council on 25 April 1972.

The General Manager's appointment was recommended in the Twenty-Third Report of the Board of Control and approved by City Council on 29 June 1971. The appointment was effective as of 2 August 1971.

The history of the Hamilton Performing Arts Corporation, Inc. is as follows:

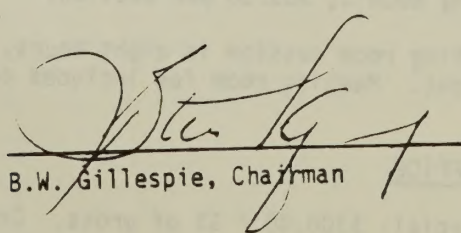
On 14 March 1972, the City Council authorized the City Solicitor to prepare legislation to form a Corporation to maintain, operate and manage the Theatre-Auditorium. At this same meeting the Council resolved that of the two City representatives on the Board of Directors of the Corporation one be a member of the Board of Control and one be an Alderman.

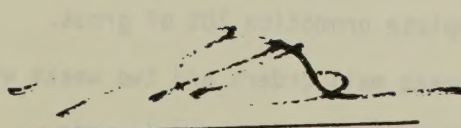
At its meeting of 28 March 1972, the City Council requested that Mr. J.D. McNie, M.P.P., introduce legislation to the Province of Ontario to establish The Hamilton Performing Arts Corporation, Inc.

At the 2nd Session, 29th Legislature of Ontario, Bill Pr29 received first reading on 30 March 1972, second reading on 2 May 1972, the third reading on 2 May 1972, and received Royal Assent on 4 May 1972, and the Act establishing the Hamilton Performing Arts Corporation, Inc. was given the "short title" of The City of Hamilton Act, 1972.

At its meeting of 12 September 1972, the City Council passed By-Law 72-232 transferring the maintenance, operation and management of the Theatre-Auditorium to the Corporation, and at the same meeting passed By-Law 72-233 appointing the first Directors of the Corporation.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B.W. Gillespie, Chairman


George MacPherson, Secretary

MINIMUM RENTAL RATES
SUBJECT TO CHANGE
SEPTEMBER 1972

THE GREAT HALL

	<u>Commercial</u>	<u>Non-Commercial</u>
1st	\$950.00 / 10% over \$10M	\$750.00 Flat
2nd	\$475.00 / 10% over \$15M	\$500.00 Flat

10% Reduction on all rates when using forestage only.

10% Reduction on Commercial rates for 5 times attraction frequency.

Rental rates include four hour take-in, three hour performance and four hour take-out.

One four hour rehearsal is allowed on first performance day.

All subsequent stage rehearsals precluding concurrent rentals are 50% of established rent.

Front of House staff included in performance rental only. All other staff required is in addition to rental.

Lobby and lounge receptions from 9:00 a.m. to 5:00 p.m., \$100.00. After midnight, \$25.00 per hour. Lobby and lounge receptions precluding a performance at same as performance rate.

STUDIO THEATRE

\$200.00 Flat Commercial.

\$100.00 Flat Non-Commercial.

50% Reduction if rented in conjunction with Great Hall, if available. All staff required is extra.

MEETING ROOMS

Meeting Rooms 3, 4 & 5, \$25.00 per session.

Meeting Room 1, \$30.00 per session.

Meeting Room 2, \$35.00 per session.

A meeting room session is eight hours, 8:00 a.m. to 4:00 p.m. and 4:00 p.m. to midnight. Meeting room fee includes one standard set-up.

BOX OFFICE

Commercial: \$300.00 / 5% of gross. Complete promotion 10% of gross.

Box office and promotion includes two weeks mail orders and two weeks window.

Non-Commercial: \$100.00 fee plus prevailing hourly Treasurer's rate.

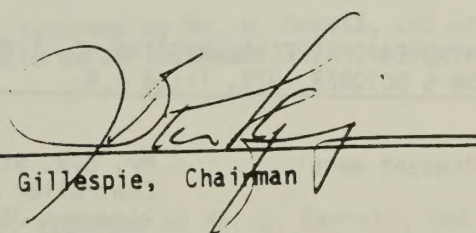
Studio Box Office: At prevailing hourly treasurer's rate.

Minimum Rental Rates - Pg. 2

CONVENTION RATE

For entire building \$1500.00 per day.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.



B.W. Gillespie, Chairman

George MacPherson, Secretary

This Special Meeting was called by the Chairman following a meeting at City Hall called by The Mayor to request that permission be given the Grey Cup Festival Committee to use the Theatre-Auditorium for the Schenley Awards presentation on Thursday, November 30th, 1972.

Present at the Mayor's meeting were:

His Worship, Mayor Victor K. Copps
Controller Anne Jones
Alderman J. Stowe
Mr. B.W. Gillespie
Mr. G. Carruth
Mr. W. Sametz
Mr. J. MacDonald
Mr. J.R. Jones
Mr. George MacPherson

MINUTES OF SPECIAL MEETING NO. 1 HELD AT ROOM 219, CITY HALL, HAMILTON, ONTARIO,
ON 5 OCTOBER 1972, 11:58 A.M.

Present were:

Mr. B.W. Gillespie, Chairman
Controller Anne Jones
Alderman James Stowe
Mr. W. Sametz
Mr. G. Carruth
Mr. George MacPherson, Secretary.

The Chairman explained to the members that the purpose of the meeting was to consider the Mayor's request that the Board rescind its Resolution of 23 May 1972 "that no activities be booked until the theatre is completed and ready for operation."

Mrs. Jones declined to vote as she is a Director of the Grey Cup Festival Committee, Ltd.

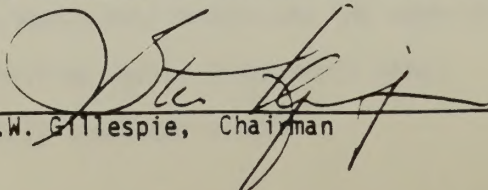
With Mrs. Jones abstaining, the Chair exercised his voting privileges.

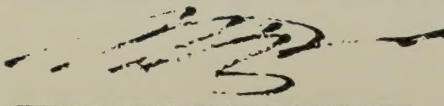
MOTION was made by Mr. Carruth, Seconded by Alderman J. Stowe, and Carried that the Board reconsider its Resolution of 23 May 1972 regarding bookings into the theatre in light of the Mayor's request.

After discussion and consideration on a Motion duly made by Mr. Carruth and Seconded by Alderman Stowe and Carried with one abstention it was RESOLVED that the Board of Directors of The Hamilton Performing Arts Corporation, Inc. abide by its earlier unanimous decision of 23 May 1972, "that no activities be booked until the theatre is completed and ready for operation."

There being no further business, a Motion for Adjournment was Moved by Mr. Sametz, Seconded by Mrs. Jones and carried and the Meeting was adjourned at 12:17 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B.W. Gillespie, Chairman


George MacPherson, Secretary

MINUTES OF THE SECOND MEETING OF THE BOARD OF DIRECTORS OF THE HAMILTON
PERFORMING ARTS CORPORATION, INC., HELD ON 25 OCTOBER 1972 (3:00 P.M.) AT THE
HAMILTON THEATRE AUDITORIUM BOARD ROOM.

Present were:

Mr. B.W. Gillespie
Mrs. L.S. Paikin
Mr. G. Carruth
Controller A.H. Jones
Mr. W. Sametz
Alderman J. Stowe
Mr. G. MacPherson
Mr. L. Russell

Mr. Gillespie acted as Chairman and Mr. MacPherson acted as Secretary.

MINUTES OF PREVIOUS MEETING

MOTION was made by Mrs. L.S. Paikin, seconded by Mr. W. Sametz, and unanimously agreed that Minutes of the Meeting held on 27 September 1972, be accepted as distributed.

BUSINESS ARISING FROM THE MINUTES

1. MOTION was made by Mr. W. Sametz, seconded by Mr. G. Carruth, and unanimously agreed that the lease with The Hamilton Philharmonic Society, Inc. be approved for the term commencing the 21st day of October, 1972, until the 31st day of December, 1975.
2. Mr. MacPherson was requested to further investigate insurance coverage and report back at the next Board Meeting.
3. MOTION was made by Mr. W. Sametz, seconded by Mrs. L.S. Paikin, and unanimously Resolved that all permanent employees of The Hamilton Performing Arts Corporation, Inc. shall receive the same benefits as regular employees of City Departments, Resolution attached hereto.

CORRESPONDENCE

1. BOARD OF CONTROL

Letter dated 18 October 1972, from Board of Control regarding senior appointments to staff. Reply dated 19 October 1972 by Chairman read to Board.

2. MR. JACK D. McNIE

Letter dated 5 October 1972, from Mr. McNie submitting his resignation from the Board of the Corporation.

MOTION was made by Mr. W. Sametz, seconded by Mr. G. Carruth and unanimously agreed that Mr. McNie's resignation be accepted with sincere regrets.

Mr. MacPherson was instructed to write to Mr. McNie thanking him for his efforts on behalf of the Theatre-Auditorium. Mr. MacPherson was also instructed to advise the Board of Control of the vacancy on the Board of the Corporation.

3. MR. LORNE BETTS

Letter dated 4 October 1972 to Mayor Copps requesting that Mr. Betts be commissioned to compose an orchestral-choral work for the opening of the theatre.

After discussion, it was agreed that Mr. Carruth and Mr. MacPherson meet with Mr. Betts and discuss this proposal, and perhaps suggest that consideration be given to Mr. Betts for a commission for the official dedication.

REPORTS FROM COMMITTEE CHAIRMEN

1. OPENING FESTIVAL

MOTION was made by Alderman J. Stowe, seconded by Mrs. L.S. Paikin, and unanimously agreed that Recommendations and the Tentative Schedule of Events for Opening Festival as submitted by Mr. Carruth be accepted.

Mr. Gillespie suggested that a private meeting take place with City Council to advise them of plans for Opening Festival. Alderman Stowe agreed to act on behalf of the Board to advise Council.

OTHER BUSINESS

1. Mr. MacPherson submitted a report on proposed names for the theatre.

The Chairman requested a Special Meeting to take place on Wednesday, November 1st, 1972, (5:00 p.m.) at the Hamilton Chamber of Commerce Executive Suite, for the purpose of discussing a name for the Theatre-Auditorium and Trade and Convention Complex.

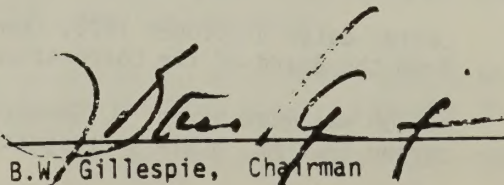
NEXT MEETING

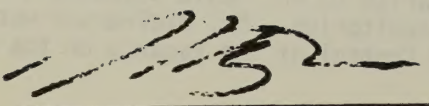
The next meeting of The Hamilton Performing Arts Corporation, Inc. to take place on Wednesday, November 29th, 1972 at 3:00 p.m. at the Theatre-Auditorium Board Room.

There being no further business,

THE MEETING ADJOURNED AT 5:00 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B.W. Gillespie, Chairman


G. MacPherson, Secretary

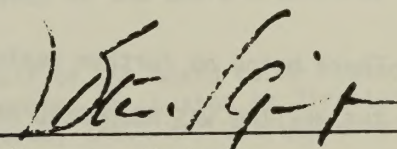
RESOLUTION

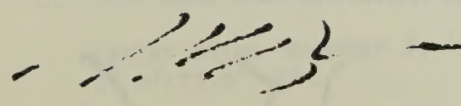
EMPLOYEE BENEFITS

On a Motion duly made by Mr. W. Sametz, and seconded by Mrs. L.S. Paikin, and carried unanimously it was RESOLVED that all permanent employees of The Hamilton Performing Arts Corporation, Inc. shall receive the same benefits as regular employees of City Departments. These benefits shall include, but are not limited to, Ontario Hospital Insurance Plan, Ontario Municipal Employees Retirement System, benefits under The Workmen's Compensation Act (or similar insurance coverage), Group Term Life Insurance, Sick Leave, Vacation Plan, and Holiday Pay. Employees of the Corporation shall receive any other benefits that may be granted to regular City employees in the future.

And it be further RESOLVED that the processing and documentation of employees engaged by the Corporation be done by the Personnel Department of the City and that the salary of employees of the Corporation be adjusted to the nearest monetary Salary Grade of the City in order to maintain an even system of processing.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B.W. Gillespie, Chairman


G. MacPherson, Secretary

MINUTES OF A SPECIAL MEETING NO. 2 HELD IN THE EXECUTIVE SUITE OF THE HAMILTON
CHAMBER OF COMMERCE, 1 NOVEMBER 1972, AT 5:00 P.M.

Present were: Mr. B.W. Gillespie
Mrs. L.S. Paikin
Alderman J. Stowe
Mr. G. Carruth
Mr. W. Sametz
Mr. G. MacPherson
Mr. L. Russell

Mr. Gillespie acted as Chairman and Mr. MacPherson acted as Secretary.

This special meeting was called at the request of the Chairman to discuss and finalize the Board's recommendation for the name for the complex to be put before the Board of Control and City Council.

After discussion, and upon a Motion made by Mr. G. Carruth, seconded by Mr. W. Sametz, it was unanimously agreed that the complex comprised of the building now known as the Theatre-Auditorium, the future convention centre and attaching plazas and malls be named HAMILTON PLACE. And, that the various facilities within the complex shall have individual names such as THE GREAT HALL, THE CONVENTION CENTRE and THE STUDIO THEATRE.

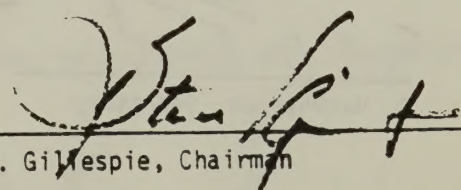
Since time is of the essence, the General Manager was instructed to prepare a written and visual submission to be presented to the Board of Control on Wednesday, 8 November 1972, and to the Council on Tuesday, 14 November 1972.

The members of the Board agreed to appear before Board of Control and Council when the submission is made.

There being no further business,

THE MEETING WAS ADJOURNED AT 8:10 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B.W. Gillespie, Chairman


George MacPherson, Secretary

MINUTES OF THE THIRD MEETING OF THE BOARD OF DIRECTORS OF THE HAMILTON
PERFORMING ARTS CORPORATION, INC., HELD ON 29 NOVEMBER 1972 (3:00 P.M.) AT
HAMILTON PLACE BOARD ROOM.

Present were:

Mr. B.W. Gillespie
Mrs. L.S. Paikin
Mr. G. Carruth
Mr. M. Luxton
Mr. W. Sametz
Alderman J. Stowe
Mr. G. MacPherson
Mr. L. Russell

Mr. Gillespie acted as Chairman and Mr. MacPherson acted as Secretary.

MINUTES OF PREVIOUS MEETING

MOTION was made by Alderman J. Stowe, seconded by Mr. W. Sametz, and unanimously agreed that Minutes of the Meeting held on 25 October 1972, be accepted as distributed.

BUSINESS ARISING FROM THE MINUTES

1. Mr. MacPherson informed that investigation of insurance coverage was still in progress and that he would make a further report at the next Board Meeting.

CORRESPONDENCE

1. MR. JACK MCNIE

Letter dated November 23, 1972, from Colin Glassco recommending the appointment of Martin Luxton to fill the vacancy on the Board created by the resignation of Mr. J.D. McNie.

Letter from Mr. Gillespie on behalf of the Board to Mr. Luxton advising of Board of Control's decision to appoint Mr. Luxton as Director of The Hamilton Performing Arts Corporation, Inc. Mr. Gillespie welcomed Mr. Luxton to the Board.

2. MRS. ANNE MACPHERSON

Letter dated November 3, 1972 thanking the Board for flowers on occasion of birth of son.

REPORTS FROM COMMITTEE CHAIRMEN

1. OPENING FESTIVAL

Mr. Carruth outlined the progress made to date by the Opening Festival Subcommittee and submitted his recommendations.

MOTION was made by Mr. G. Carruth, seconded by Mr. W. Sametz, and unanimously agreed that the following recommendations be adopted:

- A. The professional services of Mr. Michael Mauer be engaged to act as Production Co-ordinator for all aspects of Opening Festival at the rate of \$500 per week for the period January 1, 1973 to March 24, 1973.

- B. The extension of Opening Festival to March 24 so that the Festival can include the popular Broadway revival "NO NO NANETTE".
- C. The first two evenings of the Opening Festival should feature Leonard Bernstein's Mass, subject to final approval of cost.

NEW BUSINESS

1. DIRECTORS TICKETS

After discussion, it was agreed that Mr. MacPherson would submit at the next Board Meeting a proposal outlining policy to be followed when issuing tickets to Directors.

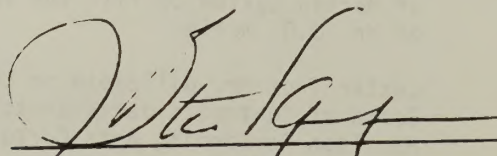
NEXT MEETING

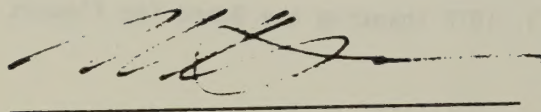
The date of the next meeting of the Hamilton Performing Arts Corporation, Inc. to be announced.

There being no further business,

THE MEETING WAS ADJOURNED AT 4:37 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B.W. Gillespie, Chairman


George MacPherson, Secretary

MINUTES OF SPECIAL MEETING NO. 3 HELD IN THE BOARD ROOM OF HAMILTON PLACE,
5 JANUARY 1973, AT 4:00 P.M.

Present were:

Mr. B.W. Gillespie
Mrs. L.S. Paikin
Mr. G. Carruth
Controller Anne Jones
Mr. Martin Luxton
Mr. W. Sametz
Alderman J. Stowe
Mr. George MacPherson
Mr. Larry Russell

The meeting was called by the Chairman to hear a report by the General Manager regarding completion of construction on Hamilton Place.

Mr. MacPherson reported that lack of settlement in the elevator constructors' strike, and the indications for a prolonged work stoppage, make it impossible to complete the building in time for a March 1st opening. In order to open with Bernstein's MASS it would be necessary to begin stage rehearsals on February 15th, 1973. This is now impossible as completion of the hydraulic stage lifts will require at least seven weeks work. Following this period there is a required six to ten weeks to test and debug all systems in the building.

Mr. MacPherson reported that, at this time, he could not give an approximate date for opening as he would have to cancel contracts now made for the March opening festival and see when he could re-book. One of the problems is that the theatre and touring season is effectively over in June and the summer months offer little in the way of attractions.

After discussion and upon a Motion by Mr. Luxton, seconded by Mr. Sametz, it was resolved:

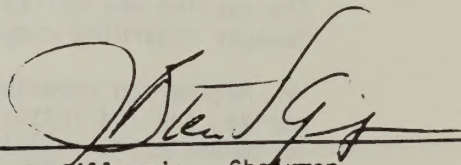
1. That the Chairman would write to Board of Control informing them of the delay and asking assurance that the start of construction on the parking facility, art gallery and convention centre would be co-ordinated to guarantee Hamilton Place access to patrons from Park Drive and access for visiting companies to the loading dock.
2. That the opening of Hamilton Place be re-scheduled for September and that the building not be used before the official opening date.
3. That all principals involved in the opening festival and early users of the building be advised of the delay.
4. That from the completion of the building until the opening an intensive public relations campaign be carried out to maintain public support of the project. This is to be, in part, in the form of public tours of the facilities.

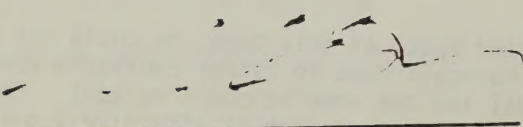
It was agreed that the Board of Control would be notified of the delay in opening on Wednesday, January 10th, 1973, and the participants in the opening festival be notified by Mr. Carruth and Mr. MacPherson on Tuesday evening.

There being no further business,

THE MEETING WAS ADJOURNED AT 5:00 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B. W. Gillespie, Chairman


George MacPherson, Secretary

MINUTES OF THE FOURTH MEETING OF THE BOARD OF DIRECTORS OF THE HAMILTON
PERFORMING ARTS CORPORATION, INC., HELD ON 31 JANUARY 1973 (3:00 P.M.) AT
HAMILTON PLACE BOARD ROOM.

Present were:

Mr. B.W. Gillespie
Mrs. L.S. Paikin
Mr. G. Carruth
Mr. M. Luxton
Alderman J. Stowe
Mr. G. MacPherson
Mr. L. Russell

Mr. Gillespie acted as Chairman and Mr. MacPherson acted as Secretary.

MINUTES OF PREVIOUS MEETING

MOTION was made by Alderman J. Stowe, seconded by Mr. G. Carruth, and unanimously agreed that Minutes of the Meeting held on 29 November 1973, be accepted as distributed.

BUSINESS ARISING FROM THE MINUTES

1. Mr. MacPherson reported that insurance underwriters had been inspecting the building and that a rate structure should be delivered in a week or so.
2. As requested the Manager presented a policy statement on the issuance of complimentary tickets. Upon a Motion made by Mrs. Paikin, and seconded by Alderman Stowe, it was resolved:
 - A. That no complimentary tickets will be issued.
 - B. Press tickets will be issued to accredited members of the media on an availability basis depending on contractual terms with licensees and/or producers. Press tickets will be issued only by the Manager or House Press Agent.
 - C. Directors of the Performing Arts Corporation will not be entitled to complimentary tickets. Should a Director be asked to attend a performance in an official capacity such as host to visiting dignitaries, or to investigate public complaints, he shall receive two complimentary tickets.
 - D. The theatre will hold a limited number of House Seats for each performance. House seats are not free, they are to be paid for at the box office price. House seats will be held until 6:00 p.m. on the day prior to the performance, and must be picked up by that time. House seats can be released only by the Manager or Assistant Manager.

CORRESPONDENCE

None

REPORTS FROM COMMITTEE CHAIRMEN

None

2.

NEW BUSINESS

1. The Manager gave a report on the completion of the building and the status of the Trade and Convention Centre. At present schedule, the construction on the theatre should be completed in early March with the exception of the stage lifts. A jurisdictional dispute between the elevator installers and carpenters threatened a general shut-down of operations. (Subsequent meetings with the Trades involved has eliminated this possibility and work is now progressing apace)

Mr. Gillespie reported on a recent meeting of the Trade and Convention Centre Operations Committee wherein the Province agreed to begin rough working drawings on the Trade Centre to hasten the start of construction.

The actual date of opening Hamilton Place still depends on the co-ordination of work on the underground parking facility and the Trade and Convention Centre. The City is being urged to give us answers to these questions.

2. Mr. Gillespie discussed his recent inspection tour of the facility and expressed great concern over certain safety features such as lack of hand holds in the second balcony stairs, the extended curbing and low balcony front railings, the low railings at the back of the balconies, and the low railings at the lobby balcony cross-overs. The Manager was instructed to inform the City's Co-ordinator, Mr. Monaghan, about these concerns and ask him to have the architect write to the Performing Arts Corporation with suggestions on how to correct them. Following the meeting, members of the Board toured the theatre and agreed with Mr. Gillespie's concern.
3. The Manager reported that he had recently held talks with the St. Andrew's Benevolent Society regarding their offer to make available to the theatre a sum of approximately \$140,000, in return for the use of certain facilities in the building. He felt that the time was not at hand to make an agreement with the Society. After discussion on the mechanics of how the theatre could receive this money, it was agreed that Mr. Luxton would look into the matter and report back to the Board.
4. The 1973 Operations Budget in the amount of \$584,690 was presented to the Board by the Manager. It was explained that the budget was quite high since there are so many unknowns in the opening of a new building. Not knowing when the theatre will be open, it is impossible to estimate any revenues for the year.

On a Motion made by Mrs. Paikin and seconded by Alderman Stowe, it was unanimously agreed that the budget be submitted to the Board of Control with a letter explaining that it contains approximately \$100,000 in capital expenditures, and that we estimate revenues on a full year's operation to be approximately \$242,000. The budget will come before the Board of Control on Wednesday, 28 February 1973, at 4:00 P.M.

3.

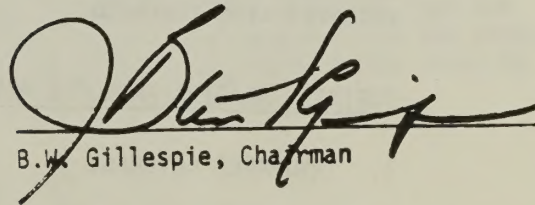
NEXT MEETING

The next meeting will be at the call of the Chairman.

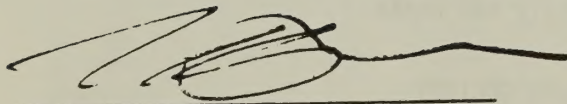
There being no further business,

THE MEETING WAS ADJOURNED AT 5:15 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.



B.W. Gillespie, Chairman



George MacPherson, Secretary

MINUTES OF THE FIFTH MEETING OF THE BOARD OF DIRECTORS OF THE HAMILTON
PERFORMING ARTS CORPORATION, INC., HELD ON 1 MARCH 1973 (3:00 P.M.) AT
HAMILTON PLACE BOARD ROOM

Present were:

Mr. B.W. Gillespie
Mrs. L.S. Paikin
Mr. G. Carruth
Mr. M. Luxton
Alderman J. Stowe
Mr. W. Sametz
Mr. George MacPherson
Mr. Larry Russell
Mr. Michael Maurer

Mr. Gillespie acted as Chairman and Mr. MacPherson acted as Secretary.

MINUTES OF PREVIOUS MEETING

MOTION was made by Alderman J. Stowe, seconded by Mr. W. Sametz, and unanimously agreed that Minutes of Meeting held on 31 January 1973, be accepted as distributed.

BUSINESS ARISING FROM THE MINUTES

1. INSURANCE COVERAGE

Mr. MacPherson reported that discussions with the City's Insurance Committee are moving apace. Further meetings are scheduled for Wednesday, March 7th and the coverage rates should be known in approximately two weeks.

2. ST. ANDREW'S SOCIETY

Mr. Luxton reported that he had received the files on this matter from George MacPherson and had done some preliminary investigations. Mr. Luxton will pursue the matter and report to the Board at the next meeting.

3. BUDGET

Mr. MacPherson reviewed the changes made to the Operations Budget by Board of Control at the meeting of 28 February 1973. The total amount requested was \$682,990, which was reduced by \$59,400 by the Board of Control. There would also be further minor deductions in the area of employee benefits. The General Manager stated that these cuts would effect slightly the operations of the theatre, but he thought that he could still run the theatre according to our policies within the approved budget.

It was suggested at the Board of Control meeting that tours of the facility be delayed until September. Chairman Gillespie suggested that perhaps there would be funds available in the "Hamilton Happening" budget to cover tour guides for the theatre and asked the Manager to check with the "Happening" Chairman.

2.

CORRESPONDENCE

1. SAFETY STANDARDS

At the last meeting of the Board, an inspection tour of the facility was made and it was found that certain safety features required correction. On 2 February 1973, Mr. MacPherson wrote to Mr. R.C. Monaghan outlining the Board's concern over these safety features. Mr. Monaghan forwarded a copy of this letter to the architect, Mr. Garwood-Jones on 5 February 1973, and a follow-up letter on February 1973. To date no response has been received from the architect. The Board felt that if no reply has been received by the time of the next Board Meeting, the architect should again be requested to take action on the problems considered to be safety hazards.

2. PARKING FACILITIES

Letter from Mr. R.C. Monaghan, Commissioner of Community Development and Chairman of the Hamilton Place Project Committee, dated 8 February 1973, was read to the Board which stated that the continuing operation of the theatre was uppermost in the minds of the Committee and that a schedule of construction would be presented to this Board as soon as possible.

3. AMERICAN THEATRE PRODUCTIONS

Mr. MacPherson reported that one Producer, Gordon Crowe of Contemporary Theatre Productions, has refused to cancel a contract for STORY THEATRE that was booked for the original opening festival. The Manager reported that he had attempted to secure other facilities to present STORY THEATRE in Hamilton and in other cities but was unsuccessful. When Mr. Crowe refused to cancel the contract, and upon the advice of the Chairman, the Manager turned the matter over to our solicitor. Letter from Mr. John F. Evans dated 22 February 1973 to Mr. Mallow of American Theatre Productions stating our position was read.

REPORTS FROM COMMITTEE CHAIRMEN

1. OPENING FESTIVAL COMMITTEE

At the request of the Committee Chairman, Michael Maurer presented the Committee's proposed program of events for an Opening Festival to commence 22 September 1973. He indicated that the program was subject to change dependent on booking availabilities for major attractions. During discussions Chairman Gillespie asked Mr. Carruth to investigate the possibility of grants to form a company of high school performers to appear in the Opening Festival.

Upon a MOTION made by Alderman J. Stowe, seconded by Mr. Luxton, it was agreed, with one abstention, that the program be approved in principle as presented subject to bookings and scheduling availabilities.

3.

NEW BUSINESS

1. LIQUOR LICENCE APPLICATION

Meeting held with Messrs. G. MacPherson, Larry Russell, John Evans, and Mr. J. Mackey of the L.L.B.O. in Toronto. Plans have been approved but there are problems in defining certain areas of the theatre as stipulated by the Liquor Licence Act. It was felt by Mr. Russell that at present the facility should concentrate on obtaining a licence for the Piano Nobile bar areas only. The Rehearsal Studio and other areas such as meeting rooms could operate under a banquet permit as required.

MOTION was made by Mr. M. Luxton, seconded by Mr. W. Sametz, and unanimously agreed that a licence be obtained for the Piano Nobile area only, and that it be made top priority to have Hamilton Place included in the L.L.B.O. Hearing to take place in Hamilton in May.

OTHER BUSINESS

1. Mr. Gillespie reported that the Grey Cup office space was vacant and that there has been little interest in it other than enquiries from the Visitors and Convention Bureau and the Regional Arts Council. Neither of these organizations have indicated that they are interested in moving in.

Mr. MacPherson asked if he should attempt to rent the space to a professional office even though it has always been understood that the space was provided to be used by Arts or Civic organizations. After discussion, the Board agreed that the space be held and made available only to organizations in the arts or civic affairs areas.

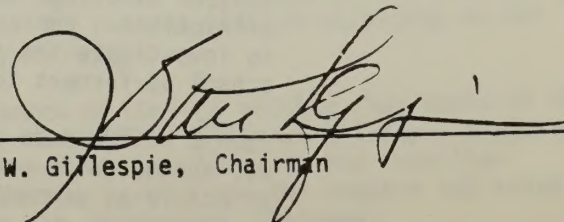
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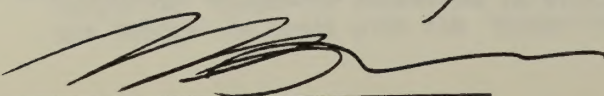
The next meeting of the Hamilton Performing Arts Corporation, Inc. to take place 28 March 1973 (3:00 P.M.), Hamilton Place Board Room.

There being no further business,

THE MEETING WAS ADJOURNED AT 4:50 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B.W. Gillespie, Chairman


George MacPherson, Secretary

ATTACHMENT TO MINUTES OF 1 MARCH 1973

On Friday, 2 March 1973, Chairman Gillespie was informed that the Board of Control requests that an additional \$50,000 be cut from the budget. He has asked the staff to see if this is possible and how it would effect the operation of the theatre.

MINUTES OF SPECIAL MEETING NO. 4 HELD IN THE BOARD ROOM OF HAMILTON PLACE,
14 MARCH 1973 AT 3:00 P.M.

Present were:

Mr. B.W. Gillespie
Mrs. L.S. Paikin
Mr. G. Carruth
Controller Anne Jones
Mr. W. Sametz
Mr. George MacPherson
Mr. Larry Russell

The meeting was called by the Chairman to discuss additional cuts to the operating budget required by the Board of Control.

Mr. Russell explained that the Board of Control had cut \$59,400 from the original budget of \$682,990 which left the budget at \$623,590. Approximately one week later the staff was advised that the Board of Control had cut an additional \$100,000 from the budget. After reviewing the budget and making several cuts, mostly in the areas of staff, service contracts, and delayed hiring dates, the staff reduced the budget by \$68,670, \$31,330 short of the \$100,000 requested by the Board of Control. To cut another \$31,330 from the operating budget would seriously hinder the running of the theatre and require change in the basic philosophy in the original reasons for building Hamilton Place.

Mrs. Paikin suggested that we should make every attempt to reduce the budget as much as possible but that this Board should advise the Board of Control that any actions on our part should not set a precedent for future budgets.

The Board then reviewed the budget item by item. Mr. MacPherson pointed out that any further reductions could well affect rental scales, forcing them higher especially for local groups, cut back on the services offered to users of the building, as well as lose strict control in the areas of the box office and bars since the position of House Manager had been deleted.

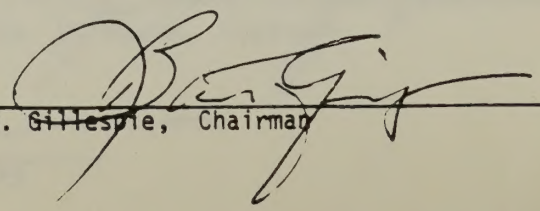
After much discussion, a MOTION was made by Mr. G. Carruth, seconded by Mrs. L.S. Paikin, and unanimously agreed that the position of House Manager be reinstated as in the original budget with service to commence on 1 July 1973 at a salary of \$4,620 for the remainder of the year.

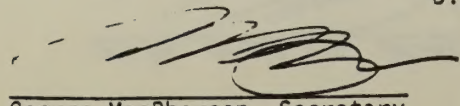
After further study of the budget it was found that to remove any further monies from the budget would seriously affect the operation of Hamilton Place.

Upon a MOTION made by Mrs. L.S. Paikin, seconded by Mr. G. Carruth, it was unanimously agreed that the cuts made thus far amounting to \$127,000 be considered maximum and that an operations budget in the amount of \$555,990, including the retention of the House Manager at \$4,620 less a reduction of \$3,550 in property and business taxes, be submitted to the Board of Control.

There being no further business,
THE MEETING ADJOURNED AT 5:00 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B.W. Gillespie, Chairman


George MacPherson, Secretary

MINUTES OF THE SIXTH MEETING OF THE BOARD OF DIRECTORS OF THE HAMILTON PERFORMING ARTS CORPORATION, INC., HELD ON 28 MARCH 1973 (3:00 P.M.) AT HAMILTON PLACE BOARD ROOM

Present were:

Mr. B.W. Gillespie
Mrs. L.S. Paikin
Controller Anne Jones
Mr. Gordon Carruth
Mr. Martin Luxton
Alderman J. Stowe
Mr. George MacPherson
Mr. Larry Russell

Mr. Gillespie acted as Chairman and Mr. MacPherson acted as Secretary.

MINUTES OF PREVIOUS MEETING

MOTION was made by Mrs. L.S. Paikin, seconded by Mr. G. Carruth, and unanimously agreed that Minutes of Meeting held on 1 March 1973 be accepted as distributed.

BUSINESS ARISING FROM THE MINUTES

1. INSURANCE COVERAGE

Mr. MacPherson informed that investigations of rate structures were still underway and he would report further at the next Board meeting.

2. BUDGET

Controller Jones informed the Board that the operations budget in the amount of \$555,990 had been approved by Board of Control.

3. LIQUOR LICENCE APPLICATION

The General Manager advised that the original application had been withdrawn, and a new application covering the Piano Nobile area only had been submitted. The Liquor Licence Board will soon notify when to commence advertising and the date of the Hearings in Hamilton.

4. ST. ANDREW'S SOCIETY

Mr. Luxton reviewed what transactions have taken place with the St. Andrew's Society in respect to their proposed donation of \$150,000. He felt the monies could be put to best usage if directed into a Foundation established by the Hamilton Performing Arts Corporation, Inc. This Foundation would be set up to offset the facility's operational deficit. He suggested a Motion be made at the next Board meeting to establish the Hamilton Performing Arts Foundation as a vehicle to accept this and other donations, and a memo be prepared outlining the objectives of the Foundation.

MOTION made by Mrs. L.S. Paikin, seconded by Mr. G. Carruth, and unanimously agreed that investigation be made into the feasibility of setting up the Hamilton Performing Arts Foundation.

2.

CORRESPONDENCE

1. SAFETY STANDARDS

Mr. MacPherson informed that no response has been received from the architect concerning action on the problems considered safety hazards. He was instructed to again notify the architect of the Board's great concern over these safety hazards.

2. PARKING CONSTRUCTION

Letter dated 9 March 1973 from Mr. D.W. Roughley outlining preliminary schedule for design and construction of parking garage.

The Chairman requested that Mr. MacPherson speak to Mr. Philips on behalf of the Board expressing their concern over interference of Hamilton Place operations during the period of constructing the garage and Trade and Convention Centre.

3. TRADE AND CONVENTION CENTRE

Letter from Mr. D.G. Creba dated 12 March 1973 proposing that a tour of Trade and Convention Centres be made with representatives of the Ministry, Architect's office, and City of Hamilton.

Mr. Gillespie suggested that prior to the trip proposed in Mr. Creba's letter, a visit should be made by certain representatives of The Hamilton Performing Arts Corporation to familiarize themselves with different aspects of Trade and Convention Centres.

The Board agreed that a trip be made by Mrs. L.S. Paikin, Alderman J. Stowe, and Mr. Larry Russell to view different facilities, if the staff thought it necessary after meetings with the I.A.A.M.

4. Letter from Mr. H.G. Wilson dated 22 March 1973 requesting the rental of Hamilton Place for a Canada Tomorrow conference in June of 1973.

The General Manager pointed out that this date would be prior to the official opening of Hamilton Place. He advised that other similar requests have been made, which could benefit Hamilton Place by serving as a test for certain systems in the facility before the actual opening date. Although the building would not be in full operation, it might be subject to Provincial tax if these rentals are made.

The Board instructed Mr. MacPherson to consult with Mayor Copps and receive his suggestions on what position The Hamilton Performing Arts Corporation should assume in respect to early rentals. At this meeting it should be emphasized that Hamilton Place would benefit largely by having a preliminary trial period.

NEW BUSINESS

1. IDENTIFICATION SIGN

Mr. MacPherson reported that he had written to Mr. Monaghan of the Community Development Department expressing the Board's concern that no provision had been made for an identification sign for Hamilton Place. As a result of this correspondence, a meeting is to take place between Controller Bethune, Mr. Monaghan and Mr. MacPherson to discuss the identification sign.

3.

2. PURCHASE OF PIANOS

The General Manager outlined the requirement of two concert pianos and two rehearsal pianos for the operation of Hamilton Place. Funds are available through the Foundation office for these items. He requested the Board's direction on how to proceed with the purchase of these pianos.

After discussion the Board authorized preliminary investigations to take place by the staff of Hamilton Place, and a report be made at the next Board meeting.

3. ELECTRIC ORGAN

Mr. MacPherson disclosed the need of an electric organ by Hamilton Place. He informed that an unofficial offer had been made by the Provincial Government for the purchase of a Shaw organ.

After considerable discussion, the Board agreed that a confidential meeting take place with the Minister of Industry and Tourism, Mr. C. Bennett, Mr. Gillespie, and Mr. MacPherson to clarify the Government's intention of donating this instrument to Hamilton Place.

4. Mr. Larry Russell reported a trip had been made by the General Manager and himself to Regina, Saskatoon and Winnipeg to make a detail study of theatres comparable to Hamilton Place. Much information had been gathered in all areas of theatre operation, which would assist in setting up policies and the avoidance of operational errors.

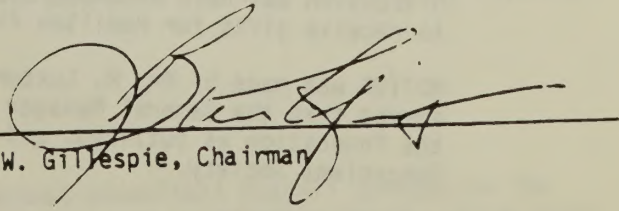
NEXT MEETING

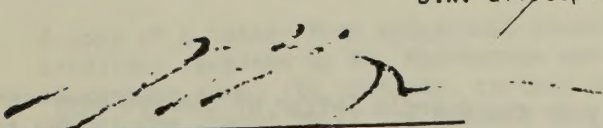
The next meeting of The Hamilton Performing Arts Corporation, Inc. to take place 25 April 1973 (3:00 P.M.), Hamilton Place Board Room.

There being no further business,

THE MEETING WAS ADJOURNED AT 5:00 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B.W. Gillespie, Chairman


George MacPherson, Secretary

MINUTES OF THE SEVENTH MEETING OF THE BOARD OF DIRECTORS OF THE HAMILTON
PERFORMING ARTS CORPORATION, INC., HELD ON 6 JUNE 1973 (6:00 P.M.), AT THE
PRESIDENT'S SUITE OF THE HAMILTON CHAMBER OF COMMERCE.

Present were:

Mr. B.W. Gillespie
Mrs. L.S. Paikin
Alderman J. Stowe
Mr. G. Carruth
Mr. M. Luxton
Mr. W. Sametz
Mr. George MacPherson
Mr. Larry Russell

Mr. Gillespie acted as Chairman and Mr. MacPherson acted as Secretary.

MINUTES OF PREVIOUS MEETING

MOTION was made by Mr. M. Luxton, seconded by Mr. W. Sametz, and unanimously agreed that Minutes of Meeting held on 28 March 1973 be accepted as distributed.

BUSINESS ARISING FROM THE MINUTES

1. INSURANCE COVERAGE

The proposed insurance coverage for Hamilton Place was presented by the General Manager. A discussion of the various types of coverages and premiums was held, and it was suggested by Mr. Luxton that a clause be added to the insurance contract stating that the agent of record will submit to the General Manager a yearly written review of all coverage with recommendations for changes in coverage item by item.

MOTION was made by Mr. M. Luxton, seconded by Alderman J. Stowe, and unanimously agreed that the General Manager take out the coverage outlined with the inclusion of the review clause.

2. LIQUOR LICENCE APPLICATION

The Corporation's solicitor has advised that the application for a Theatre Lounge Licence has been approved and that the area inspector for the L.L.B.O. would be visiting the premises shortly. The General Managers were instructed by the Board to pursue the matter with all alacrity to insure that the theatre will have a licence by September, if not sooner.

3. HAMILTON PERFORMING ARTS FOUNDATION, INC.

Discussion was held on the proposed legislation to establish a Foundation to receive gifts for Hamilton Place.

MOTION was made by Mr. M. Luxton, seconded by Mr. W. Sametz, and unanimously agreed that the General Manager is to proceed in setting up and registering the Foundation as outlined, and to renew negotiations with the St. Andrew's Benevolent Society.

4. SAFETY STANDARDS

The architect's reply to the Board's letter of concern over certain safety standards in the building was discussed with no action being taken. Mr. MacPherson reported that he had advised the architect on 17 November 1972,

2.

of a problem of snow falling off the roof endangering pedestrians below. No reply has been received from the architect although the matter has been brought to his attention several times. This week a citizen's complaint was lodged with Controller Morrow and a demand for action has been sent to the architect.

5. PARKING CONSTRUCTION

Mr. MacPherson reported on a recent meeting with the Ministry of Government Services on 28 May 1973 regarding the Trade Centre and the underground parking. As it now stands, construction will begin on the parking in October 1973, with a completion date in October 1974. The City and Province are aware and concerned over the matter of access to the theatre and promise complete co-operation with this Board to provide for continuous operation. The design stage of the Trade Centre/Office Tower is to commence on 1 July 1973, for a tendering date of 1 January 1974, and completion is scheduled for mid 1976.

6. EARLY RENTALS

With the delay in take-over from the General Contractor and problems encountered by the Canada-Tomorrow Conference, this event did not use the facilities of Hamilton Place. Mr. Russell reported that with the late take-over and the beginning of production in August it is doubtful if any major bookings would take place this summer. Several small groups have used the Board Room and other bookings for this room are expected.

7. HAMILTON PLACE SIGN

Placement of a sign on the building is still under discussion. Mr. Russell reported on discussions with Information Concepts of New York regarding an exciting new type of outdoor changing sign that is under consideration. Although the sign is extremely expensive, \$250,000, it could be a revenue producing venture for the Corporation.

8. PIANOS

Mr. MacPherson reported on the status of the purchase of pianos explaining that funds were available for the required number and that he would be asking the Foundation to release certain funds committed for such purchases. The main instrument to be purchased is a Steinway. Mr. MacPherson is trying to secure the services of a well-known artist to make the selection of a specific instrument for us.

9. DONATION OF ORGAN FOR THE GREAT HALL

Chairman Gillespie reported on recent events regarding the possibility of a \$100,000 Shaw Electronic Organ being designed for and installed in the Great Hall by the Province as a show-case for this new Ontario industry.

NEW BUSINESS

1. THEATRE ACOUSTICS

A copy of a letter from acoustical consultant Russell Johnson to the architect received by Mr. MacPherson was read by the Board. After much discussion about its contents, certain acoustical problems that could effect the operation of the theatre and restrict its use to only certain types of events, it was agreed that the owner, The City of Hamilton should be advised of contents of the letter.

3.

MOTION Made by Alderman J. Stowe, seconded by Mr. M. Luxton, and unanimously agreed that the General Manager be instructed to write to the City's representative Mr. Monaghan enclosing a copy of the Russell Johnson letter and urging that very serious consideration be given the matter. The Manager was also instructed to request from the City copies of all the acoustical consultant's reports on the sound systems and acoustical testing.

2. REALTY TAXES

After a discussion of the subject of realty taxes it was decided that no further action be taken on the matter at this time.

3. LEASING AGREEMENT WITH ARTS COUNCIL

The General Manager requested permission to sign a three-year lease for 500 square feet of office space to the Hamilton and Region Arts Council at \$5.00 per square foot per year. It was agreed that the lease should be approved and it was signed and sealed by the Chairman and General Manager.

4. DEFICIENCIES

Mr. MacPherson read a list of deficiencies which he felt would hamper or cause additional costs in the operation of the theatre. He felt that the City should be advised of these and the possible consequences before the operation of the building is turned over to the Board by the City.

MOTION was made by Mr. M. Luxton, seconded by Alderman J. Stowe, and unanimously agreed that the Manager write to Mr. Monaghan a strongly worded letter, copies to the members of the Board of Directors and the individual members of the Board of Control, advising the owner of these deficiencies.

5. Mr. Russell presented to each Board Member present their official Hamilton Place identification card and asked that they sign same and have their pictures taken at City Hall.

6. ADDITIONAL STAFF

Mr. Russell informed that Ms. Jane Reid had joined the staff in the position of stenographer. He also informed the Board that Mr. Hewitson finds it impossible to take the position of Box Office Treasurer, but that Mr. Mike King, former treasurer of the Royal Alexandra, St. Lawrence Centre, and currently employed by the Attractions Ticket Office in Toronto, is available to fill the position at an annual salary of \$12,500 per year. Mr. Hewitson will work with him during the early months to set up the box office and promotion department.

Mr. Russell then read a job description for the position of Manager-Operations explaining that after much study it was found that an internal accountant was needed and that the proposed position of Front of House Manager would be expanded to include auditing, box office and management. The position should be posted at a salary range of \$13,500 per year.

MOTION was made by Mrs. L.S. Paikin, seconded by Mr. G. Carruth, and unanimously agreed that Mike King be employed as Box Office Treasurer at \$12,500 per year and that the position of Manager for Operations be posted at \$13,500.

4.

7. BOARD APPROVAL OF EXPENDITURES

MOTION was made by Mr. G. Carruth, seconded by Mr. M. Luxton, and unanimously agreed that the Board of Directors of The Hamilton Performing Arts Corporation, Inc. reaffirms its earlier resolution of By-Law #1 dated 27 September 1972, that "The General Manager shall have general charge and be answerable for finances and property of the Corporation and shall have the authority to disburse funds for necessary expenses within budget limitations." In this motion, authorization is given the General Manager to disburse funds in excess of \$1,000 within budget limitations.

8. RENTAL AGREEMENTS

The General Manager explained the terms and meaning of sections of the proposed Licensing Agreement submitted to the Board for approval.

MOTION was made by Mr. G. Carruth, seconded by Mrs. L.S. Paikin, and unanimously agreed that the Licensing Agreement as prepared by the Managers and the Corporation's solicitor be approved as the standard form to be used for the Agreement for all groups renting facilities within Hamilton Place.

9. MAYOR'S TOURS

A general discussion was held on the forthcoming fund raising tours to be sponsored by the Mayor. Several points of great concern were raised and it was agreed that the Chairman would speak to Controller Jones at the earliest possible time and inform her of the concern of the Board, and ask that guidelines for the operation of the theatre by this Corporation be established.

COMMITTEE REPORTS

1. OPENING FESTIVAL COMMITTEE

Mr. Carruth presented the Board with the Final Schedule for the thirty day Opening Festival to begin on 22 September 1973. Mr. Carruth estimated, subject to further discussions with the General Manager, that the cost of the 100 performances for an audience of 95,000 people would be in the neighborhood of \$70,000. The Board instructed Mr. Carruth to speak to Controller Jones about funding the Festival as soon as a firm budget is set.

MOTION was made by Mr. Martin Luxton, seconded by Alderman J. Stowe, and unanimously agreed that the Opening Festival schedule is approved by this Board and application to the City be made for funds before the schedule is announced to the public.

The Chairman presented a letter from Controller Morrow and a memo from Controller Jones both expressing concern that the Bach-Elgar is not going to perform in the Opening Festival. Mr. Carruth spent considerable time describing all meetings and correspondence with the Choir and all offers of participation made to it. After considerable discussion, the Board agreed that the Opening Committee had indeed offered the Choir several alternatives. It was unanimously agreed that Mr. Carruth and Mrs. Paikin would write to the Bach-Elgar Choir restating the Committee's position and previous offers and that the Chairman would write to Controller Morrow and speak to Controller Jones.

CORRESPONDENCE

The Chairman read a letter from the Niagara Grape and Wine Festival offering editorial space in their promotional material and requesting a tour of Hamilton Place for a group of Travel Editors from the U.S. on August 3 or 4. The Manager was instructed to write to the Festival organizers giving our co-operation and a tour of the facilities for the visiting editors.

CHAIRMAN'S REMARKS

Mr. Gillespie informed the Board that the office staff will be sending a weekly summary of activities in order to keep them more informed of the progress about the theatre. With the large amount of work to be done between now and the opening date of 22 September, there will be two Board meetings per month over the summer. These will be noon meetings. Mr. MacPherson is to poll the Board to get each member's summer holiday schedule.

The Chairman presented to the Board the schedule of events booked into the theatre for the first year. The Manager explained the various types of bookings; which were rentals, percentage engagements, and those that are guarantee engagements to be presented by the Corporation, and he explained the fees to be paid to the producers.

MOTION was made by Alderman J. Stowe, seconded by Mr. W. Sametz, and unanimously agreed that the General Manager be authorized to enter into agreements for the attractions and to sign all contracts including those for fees in amounts over \$5,000.

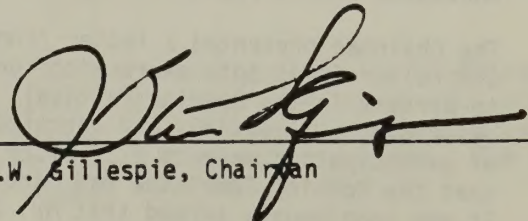
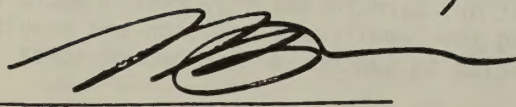
NEXT MEETING

The next meeting of The Hamilton Performing Arts Corporation, Inc. Board of Directors is at the call of the Chairman.

There being no further business,

THE MEETING WAS ADJOURNED AT 11:35 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B.W. Gillespie, Chairman
George MacPherson, Secretary

MINUTES OF THE EIGHTH MEETING OF THE BOARD OF DIRECTORS OF THE HAMILTON
PERFORMING ARTS CORPORATION, INC., HELD ON 27 JUNE 1973 (12:00 NOON),
IN THE BOARD ROOM OF HAMILTON PLACE.

Present were:

Mr. B. W. Gillespie
Mrs. L. S. Paikin
Alderman J. Stowe
Mr. M. Luxton
Mr. G. Carruth
Mr. George MacPherson
Mr. Larry Russell

Mr. Gillespie acted as Chairman and Mr. MacPherson acted as Secretary.

MINUTES OF PREVIOUS MEETING

MOTION was made by Alderman J. Stowe, seconded by Mr. M. Luxton, and unanimously agreed that Minutes of Meeting held on 6 June 1973 be accepted as distributed.

BUSINESS ARISING FROM THE MINUTES

1. TAKE OVER OF BUILDING
INSURANCE COVERAGE
LIQUOR LICENCE APPLICATION

The managers reported on the status of the building take-over, insurance coverage and the liquor licence application. Concern was expressed over the lack of action by the LLBO and the possibility of major changes required to the building and the lack of time to make the same. Managers were instructed to make further contact with the LLBO.

2. HAMILTON PERFORMING ARTS FOUNDATION, INC.

The Hamilton Performing Arts Foundation, Inc. is now being incorporated and the general manager reported that he was back in negotiations with the St. Andrew's Benevolent Society. Mrs. L. S. Paikin suggested that representatives of the Society be invited to opening functions even though the negotiations might not be completed at that time.

3. PARKING CONSTRUCTION

The report on the underground parking construction schedule brought forth a suggestion by Mr. M. Luxton that the city be asked to erect signs stating that the project was being undertaken by the City of Hamilton. This suggestion was made should there be inconvenience caused by the excavations. The manager was instructed to make this request to the City.

4. PIANOS

The manager reported that famed pianist Eugene Istomin recently visited the Steinway Factory in Long Island City and selected a concert grand piano, number B-2795, for Hamilton Place. Negotiations are now underway with Yamaha to acquire the additional instruments required. Mr. M. Luxton declared possible conflict and did not comment or enter into discussion on this subject.

2.

5. THEATRE ACOUSTICS

Mr. G. MacPherson discussed the results of further acoustical testing and it was decided that the Board would take a skeptical attitude on all verbal reports until the final written report is received from the acoustical consultant.

6. SEWER IMPOST TAX

With regards to the Sewer Impost Tax, the manager was instructed to make further investigation and report back at the next meeting.

7. ADDITIONAL STAFF

Mr. L. Russell reported on new staff members. The managers were instructed to prepare a table of organization and a job description book which is to be updated yearly.

8. UNION CONTRACT

Mr. B. W. Gillespie and Alderman J. Stowe reported on the recent negotiations with the stagehand's union, the I.A.T.S.E.

Although it is a "tough" contract it is felt that it is a fair one and was negotiated in good faith and with goodwill. Two points remain to be finalized and the General Manager was instructed to complete the negotiations, send the final contract draft to the Board Members and then poll the Board for opinion.

NEW BUSINESS

1. STAFF HOLIDAYS

MOTION by Mr. M. Luxton, seconded by Alderman J. Stowe and unanimously agreed that Mr. G. MacPherson and Mr. L. Russell be authorized to attend the International Association of Auditorium Managers Conference in Philadelphia, Pennsylvania from 22 to 27 June 1973. It was further agreed that both managers be instructed to take their holidays after the Opening Festival and before the New Year.

2. PUBLIC RELATIONS PROGRAMME

After much discussion it was agreed to reject the public relations campaign as submitted by Urban Associates. It was further agreed that the publicity and public relations programme be handled as an "in-house" operation by the staff using John Hall as house press agent. At the next meeting the expanded "in-house" programme is to be presented. Mrs. L. S. Paikin asked that the managers make contact with the Co-ordinated Arts Services in Toronto regarding using some of their facilities.

3. PRESS CAR

It was agreed to accept the offer of the British Leyland Motors to provide press cars and limousines for Hamilton Place press department, dignitaries and stars.

3.

4. ARTISAN'S GUILD - DISPLAY

MOTION was made by Mrs. L. S. Paikin, seconded by Alderman J. Stowe and unanimously agreed that the General Manager write to Mrs. Kompass of the Sub Committee on the Performing Arts of the Hamilton Historical Board welcoming a display of historical data relative to the performing arts in Hamilton to be placed in the theatre during the Opening Festival, subject to the approval of the Display Committee. The Display Committee is composed of the Chairman of the Opening Festival Committee, the Theatre-Auditorium Architect, and the General Manager of the Performing Arts Corporation.

OTHER BUSINESS

1. After discussion of certain problems and misunderstandings, it was agreed that the Chairman was to meet with Controller Jones to establish firm guidelines regarding the relationship between the Corporation and the Board of Control over matters of staffing, expenditures and operational policies.
2. MOTION by Mr. M. Luxton, seconded by Mr. G. Carruth and unanimously agreed to advance the salary of the Assistant General Manager to the fourth level of his category, \$15,098.91. This advance to be retroactive at 1 June 1973. It was further agreed that the salary classification for the Assistant General Manager be reviewed at the first of the New Year.

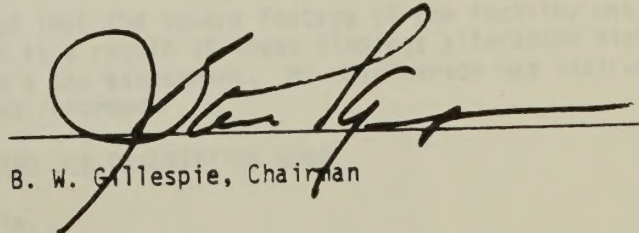
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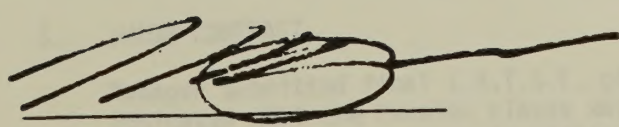
The next meeting of the Hamilton Performing Arts Corporation, Inc. to take place Tuesday, 10 July 1973 (12:00 Noon), Hamilton Place Board Room.

There being no further business,

THE MEETING WAS ADJOURNED AT 2:30 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B. W. Gillespie, Chairman


George MacPherson, Secretary

AMENDMENT TO MINUTES OF 27 JUNE 1973 MEETING

OTHER BUSINESS

- 1.1 The Management of Hamilton Place has right to transfer funds from one operating account to another with the approval of the Board. This does not include transfer of salary accounts.

MINUTES OF THE NINTH MEETING OF THE BOARD OF DIRECTORS OF THE HAMILTON
PERFORMING ARTS CORPORATION, INC., HELD ON 10 JULY 1973 (12:00 NOON) IN
THE BOARD ROOM OF HAMILTON PLACE

Present were:

Mr. B.W. Gillespie
Mrs. L.S. Paikin
Controller Anne H. Jones
Mr. G. Carruth
Mr. M. Luxton
Mr. George MacPherson
Mr. Larry Russell

Mr. Gillespie acted as Chairman, Mr. MacPherson acted as Secretary.

MINUTES OF PREVIOUS MEETING

Chairman requested inclusion of Rider to outline Board's decision respecting transfer of budget items as amendment to Minutes of Previous Meeting.

MOTION was made by Mrs. L.S. Paikin, seconded by Mr. M. Luxton, and unanimously agreed that Minutes of Meeting held 27 June 1973, be accepted as distributed, subject to above amendment.

BUSINESS ARISING FROM THE MINUTES

1. LIQUOR LICENCE APPLICATION

Reported by Mr. L. Russell - a delay has occurred due to error in L.L.B.O. approval. Corrective measures as well as completion of minor details underway. Final approval expected within two to three weeks from date.

2. PARKING CONSTRUCTION

General Manager reported plan on schedule. Board reiterated their concern that construction should not obstruct passage to the theatre.

3. SEWER IMPOST TAX

Controller Jones conducting investigation with Departments at City Hall. Informed that this charge would not impair Operations Budget and would most likely be handled by Treasury as a Bookkeeping entry.

Mr. MacPherson commented that the square footage of the facility was being recalculated, and as a result of these findings alteration might be made to the building's tax assessment. Mr. MacPherson was instructed to keep Controller Jones informed.

4. TABLE OF ORGANIZATION AND JOB DESCRIPTION BOOK

Deferred to a later date.

5. UNION CONTRACT

Manager submitted final I.A.T.S.E. contract for Board approval, and indicated that the Pension clause was subject to change due to conflict with O.M.E.R.S. over minor legalities. Discussion followed.

MOTION was made by Mr. M. Luxton, seconded by Mr. G. Carruth, and unanimously agreed that the contract with I.A.T.S.E. be approved, subject to clarification of Item 17, Pension.

6. PUBLIC RELATIONS PROGRAM

Mr. MacPherson distributed to the Board for their information a program outlining press and publicity activities for the remainder of 1973. The program was reviewed in detail and Mr. MacPherson pointed out a considerable saving would be made by employing an in-house agency with earning commission as such. Suggestion made by Mr. Luxton that a public tour specifically for senior citizens be conducted one afternoon.

Staff instructed to proceed with program as submitted.

7. HAMILTON HISTORIC BOARD - DISPLAY

Letter of 28 June 1973 from George MacPherson to Hamilton Historical Board outlining decision of Corporation Board to welcome display during Opening Festival.

Reported by Mr. MacPherson that meeting was held between staff and members of Historical Board, and both parties are in agreement to a photographic display of certain historic facilities. Also to future travelling displays which would have initial showings at Hamilton Place. Staff instructed to proceed with work as designated.

NEW BUSINESS

1. CHANGE ORDERS

Letter from George MacPherson to Reg Monaghan, 9 July 1973 urging him to meet with Board of Control to seek its direction regarding outstanding change orders, and the possibility of additional changes; in particular the matter of seating wagons on the stage lifts must be corrected.

General Manager informed likelihood of C.M.T. requesting additional funds (in excess of \$50,000) from Board of Control, to cover changes incurred by Architect. Correspondence has been filed with the Project Co-ordinator to point out these discrepancies.

Decided no further action to be taken by Board at this point.

2. VENDING CONTRACTS

Requested by Mr. Russell that Board approve Corporation's entry into vending machine contract with Canteen of Canada Ltd. Duration of contract to coincide with opening of Trade Center, in order that following contract can be negotiated for both facilities.

MOTION was made by Mr. M. Luxton, seconded by Mrs. L.S. Paikin, and unanimously agreed that contract with Canteen of Canada be approved, subject to finalization with Legal Department.

COMMITTEE REPORTS

1. OPENING FESTIVAL COMMITTEE

Mr. Carruth presented the Opening Festival budget, pointing out that exclusive of three events being senior citizens' concerts, the education program, and the opening nights' concert, the Opening Festival budget was self-sufficient. The Opening Festival Committee would be applying

to Board of Control for financial support of the three aforementioned events. If the Board should decide not to subsidize these funds, the Opening Festival would still be in a position to proceed without.

MOTION was made by Controller Anne Jones, seconded by Mr. Luxton, and unanimously agreed that the Opening Festival budget be approved for submission to Board of Control.

Controller Jones reported meeting held with Mr. Gillespie, Mr. MacPherson, herself and the Mayor to discuss various aspects of the theatre opening. It is the Mayor's intention to hold a celebration on the day of opening, which would in no way interfere with the Opening Festival as planned by the Hamilton Place Committee.

OTHER BUSINESS:

1. Chairman Gillespie asked Controller Jones to investigate whether regionalization would affect the administration of Hamilton Place, and to inform the Board of her findings.
2. Mr. Carruth requested that the Board at this point in time reconsider their policy in respect to sale and reservation of tickets for the opening attractions. The Board instructed that a meeting be held with the Mayor to confirm his ticket requirements, and to discuss ticket distribution throughout the festival.
3. Mrs. Jones suggested a special meeting of Council members including a tour of the Hamilton Place facility be held before the next Council meeting. Staff instructed to proceed.
4. Mr. MacPherson requested the Board's permission to set up a special banking account to be used to pay performers and to settle accounts with the various attractions presented by the Corporation. This account would be used for one purpose only and would have a minimum balance of \$5,000; and should additional funds be required for a given payment a transfer would be made from the City's general account. Two signatures would be required on all cheques, and the authorized signatures would be the General Manager, the Assistant General Manager and the Box Office Manager.

MOTION made by Mrs. Paikin, seconded by Mr. Carruth, and agreed that the General Manager set up a special account to be used to settle with performers and attractions.

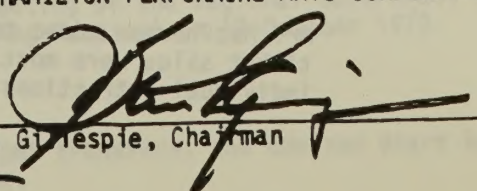
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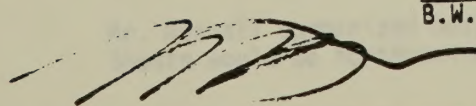
The next meeting of the Board of Directors of The Hamilton Performing Arts Corporation, Inc. at the call of the Chairman.

There being no further business,

THE MEETING WAS ADJOURNED AT 2:45 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B.W. Gillespie, Chairman


George MacPherson, Secretary

MINUTES OF THE TENTH MEETING OF THE BOARD OF DIRECTORS OF THE HAMILTON
PERFORMING ARTS CORPORATION, INC. HELD ON 29 AUGUST 1973 (12:00 NOON)
IN THE BOARD ROOM OF HAMILTON PLACE.

Present were:

Mr. B.W. Gillespie
Mrs. L.S. Paikin
Alderman J. Stowe
Mr. Gordon Carruth
Mr. George MacPherson
Mr. Larry Russell
Mr. George Dabb
Mr. R.C. Monaghan
Mr. B. Kilpatrick

Mr. Gillespie acted as Chairman, Mr. MacPherson acted as Secretary.

MINUTES OF PREVIOUS MEETING

MOTION was made by Mrs. L.S. Paikin, seconded by Alderman J. Stowe, and unanimously agreed that Minutes of Meeting held 10 July 1973, be accepted as distributed.

BUSINESS ARISING FROM THE MINUTES

1. LIQUOR LICENCE APPLICATION

Reported by Mr. Russell - All material has been submitted to the LLBO as required. Licence will be issued next week.

2. PARKING CONSTRUCTION

Reported by Mr. Monaghan - Program set up to issue tenders this fall, with construction to commence later this year. City officials aware of Board's concern over access to the building.

3. TABLE OF ORGANIZATION AND JOB DESCRIPTION BOOK

Board approved request made by staff that additional person be taken on in Maintenance Department. Staff instructed to proceed with Board of Control on matter.

4. REGIONALIZATION

Mr. MacPherson informed Board no official action has as yet transpired, but it is felt that the Performing Arts Corporation would fall under the jurisdiction of Regional Government.

COMMITTEE REPORTS

1. OPENING FESTIVAL COMMITTEE

Mr. Carruth reported work of Committee now taken over by staff of HAMILTON PLACE, and in progress in several areas. Rehearsals due to commence mid-September.

Mr. MacPherson added that the Box Office opened August 8th, and ticket sales were most successful. Schedule of percentages on individual attractions was outlined.

CORRESPONDENCE

1. Letters dated 9 August 1973, from Mr. M. Proctor to Colin Glassco and Mayor Copps, disputing Board's policy in regard to ticket sales.

Board felt no action was needed.

2. Letter received from Mrs. Anne Jones thanking Board for flowers and expressing her regret at her necessary resignation from the Board due to her appointment as Regional Government Chairman.

NEW BUSINESS

1. DISPLAY SIGN

Mr. George Dabb of Information Concepts demonstrated and explained the operation of a display system proposed for HAMILTON PLACE and the Trade and Convention Centre.

Mr. Gillespie thanked Mr. Dabb for his presentation, and instructed staff of HAMILTON PLACE to investigate further and report back.

2. SOUND

At the request of the Board, Mr. Monaghan explained the serious problems encountered with the Electro-Acoustic Systems in the theatre, which must be corrected immediately if the systems are to be used for the Opening Festival, otherwise sound equipment will have to be rented.

Meeting had been held between Messrs. Gillespie, MacPherson, Monaghan, Controllers Morrow and Bethune, and a demonstration given of the systems and the problems being encountered. It was pointed out that modifications are required, and that the staff can no longer work with the Architect in this respect. Board of Control has accepted the systems as installed, and approved the costs of modifications.

It was suggested by Mr. MacPherson that the sound consultant who designed the system, Mr. Russell Johnson, be retained by the Performing Arts Corporation as a consultant to assist in making the required modifications, and to further instruct the technical staff of HAMILTON PLACE in the proper operation of the acoustic system.

MOTION was Made by Mrs. L.S. Paikin, seconded by Mr. G. Carruth, and unanimously agreed that Mr. Johnson be retained as Sound Consultant for a limited period.

3. REGIONAL GOVERNMENT MEETING

Board advised that first meeting of the Regional Government will take place during the Opening Festival on 17 October 1973.

4. BUDGET UPDATE

Mr. Russell summarized budget transfers, and advised Board Budget Sheets would be forthcoming.

CHAIRMAN'S REMARKS

- The Hamilton Performing Arts Foundation, Inc., has been registered as a charitable foundation.
- Controller Morrow officially welcomed to Board of Directors of The Performing Arts Corporation.
- Expressed sympathy on behalf of the Board on recent death of Mr. MacPherson's father, and read thank you letter from Mr. MacPherson for flowers.

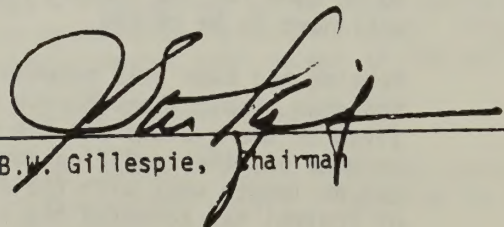
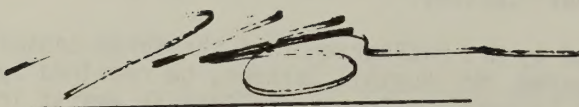
NEXT MEETING

The next meeting of the Board of Directors of The Hamilton Performing Arts Corporation to take place Wednesday, 12 September 1973, 11:00 AM at the Board Room of HAMILTON PLACE.

There being no further business,

THE MEETING ADJOURNED AT 2:05 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B.W. Gillespie, Chairman
George MacPherson, Secretary

MINUTES OF THE ELEVENTH MEETING BEING THE SECOND ANNUAL MEETING, OF THE
BOARD OF DIRECTORS OF THE HAMILTON PERFORMING ARTS CORPORATION, INC. HELD
ON 12 SEPTEMBER 1973 IN THE BOARD ROOM OF HAMILTON PLACE.

Present were:

Mr. B.W. Gillespie
Mrs. L.S. Paikin
Alderman Jim Stowe
Mr. Martin Luxton
Mr. Gordon Carruth
Mr. W. Sametz
Mr. George MacPherson
Mr. Larry Russell

Mr. Gillespie acted as Chairman, Mr. MacPherson acted as Secretary.

MINUTES OF PREVIOUS MEETING

MOTION was made by Alderman J. Stowe, seconded by Mr. G. Carruth, and unanimously agreed that Minutes of Meeting held 29 August 1973, be accepted as distributed.

BUSINESS ARISING FROM THE MINUTES

1. LIQUOR LICENCE

Mr. Russell informed that the liquor licence has been issued for the piano nobile area, which would operate a main bar and two portable bars.

Bars are licensed to operate from 12:00 noon to 1:00 AM Monday through Saturday, with the exception of Sunday. If required, special occasion permits will be obtained for Sunday. Soft drinks only will be served on first and second balcony levels.

Mr. Russell recommended that bars should be kept open after performances. Board concurred with this recommendation.

MOTION made by Mr. Martin Luxton, seconded by Mr. G. Carruth, and unanimously agreed that there should be no tipping in the theatre.

2. TABLE OF ORGANIZATION AND JOB DESCRIPTION BOOK

Organizational Chart distributed to Board and reviewed in detail by Mr. Russell.

He reported slight change in duties of Operations Manager and Maintenance Superintendent in that Operations Manager would be handling all accounting and Front of House staff such as usherettes and ticket takers, and Maintenance Superintendent would be in charge of bars and bar staff.

The Job Description book is undergoing daily changes due to circumstances surrounding Opening Festival, but it appears that 22 people will comprise regular operating staff.

3. BUDGET UPDATE

An updated Budget as of August 31st, 1973 was distributed to the Board and reviewed in detail by Mr. Russell.

MOTION made by Mr. G. Carruth, seconded by Mr. W. Sametz, and unanimously agreed that budget be accepted.

NEW BUSINESS

1. RENTAL OF OFFICE SPACE

Reported by Mr. Russell: Corporation has been approached by Ontario Conservatory of Music for rental of spare office space at HAMILTON PLACE. It was pointed out that the Conservatory is a commercial organization.

Board reiterated their policy statement of 1 March 1973, that office space be rented to Arts Groups or Civic bodies only.

Ontario Conservatory also required use of meeting room on a regular weekly basis for orchestral rehearsals. Board felt that this would interfere with normal rental of meeting rooms.

2. RECEPTION

A discussion was held on proposed reception for Board and Staff on opening night at HAMILTON PLACE. Board decided that this would be contrary to the original public relations policy set for the Opening Festival.

The General Manager was asked to investigate feasibility of having performances by pianist in piano nobile area during the Festival.

3. MAYOR'S CELEBRATION

Mr. MacPherson reported that the Mayor has not contacted nor informed the staff in respect to celebration to take place outside HAMILTON PLACE on day of opening.

4. SOUND SYSTEM

Reported by Mr. MacPherson: Plan is underway to upgrade and modify acoustic system, and when complete HAMILTON PLACE will have the most advanced sound system in Canada.

The Board authorized Manager to engage services of Russell Johnson as an acoustician at a per diem rate.

MANAGER'S REPORT

The General Manager gave Board update on progress of theatre's construction.

OTHER BUSINESS

1. Mr. Russell requested Board's direction regarding:

- (a) Application of meeting room rental rates for different groups.
- (b) Arrangement of catering services.
- (c) Provision of liquor for meetings.

After discussion the Board decided:

- (a) Standard rental rates should be set for commercial and non-commercial groups. Staff to investigate and report back.
- (b) If catering is being handled by a private group, a basic fee should be charged to cover maintenance of meeting room.
- (c) All liquor must be supplied by HAMILTON PLACE.

2. A letter of condolence to be sent to family of late Mr. Lloyd D. Jackson.

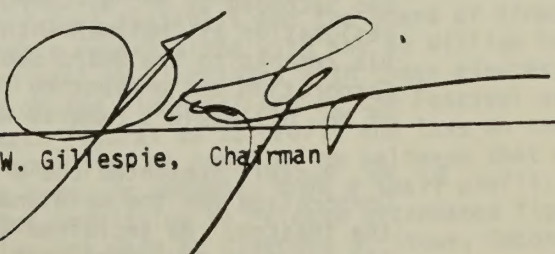
NEXT MEETING

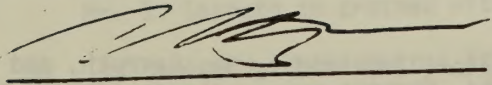
The next meeting of the Hamilton Performing Arts Corporation at call of the Chairman.

THERE BEING NO FURTHER BUSINESS,

THE MEETING WAS ADJOURNED AT 1:10 PM.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.


B.W. Gillespie, Chairman


George MacPherson, Secretary

MINUTES OF THE TWELFTH MEETING OF THE BOARD OF DIRECTORS OF THE HAMILTON
PERFORMING ARTS CORPORATION, INC., HELD IN THE BOARD OF DIRECTORS ROOM,
CHAMBER OF COMMERCE ON 25 OCTOBER 1973 AT 5:30 PM.

Present were: Mr. B.W. Gillespie
Mrs. L.S. Paikin
Mr. Martin Luxton
Mr. Gordon Carruth
Alderman James Stowe
Controller Robert Morrow
Mr. George MacPherson
Mr. Larry Russell

MINUTES OF PREVIOUS MEETING

MOTION was made by Alderman J. Stowe, Seconded by Mr. G. Carruth, and unanimously agreed that Minutes of Meeting held 12 September 1973, be accepted as distributed.

BUSINESS ARISING FROM THE MINUTES

1. MEETING ROOMS

Rental structure on meeting rooms: Mr. Russell presented a revised rental structure for the meeting rooms.

MOTION was made by Alderman J. Stowe, Seconded by Mrs. L.S. Paikin, and unanimously agreed that the new rates be adopted.

A discussion followed on the general outlines for use of the meeting facilities. Upon a Motion made by Mr. M. Luxton, and Seconded by Mr. G. Carruth, it was agreed that meeting and reception bookings for the Piano Nobile and Lobby areas would be subject to a thirty day cancellation notification upon a booking for the Great Hall.

NEW BUSINESS

1. The Secretary read into the Minutes the letter of resignation from the Chair of Mr. B.W. Gillespie. Upon a Motion made by Mr. M. Luxton and Seconded by Mr. G. Carruth it was agreed to accept Mr. Gillespie's resignation as Chairman with sincere regrets. Mr. Gillespie then gave his remarks to the Board outlining the past achievements of the Corporation and presenting the outlook for future operations. Copies of Mr. Gillespie's remarks were distributed to the Board.
2. Mr. Russell presented the proposed contract with the Honeywell Corporation for the maintenance of the environmental equipment in the theatre. He explained that while changes would have to be made to the existing equipment, the cost of maintenance would be lessened by the contract.

MOTION made by Mr. Luxton, Seconded by Mr. Carruth, and unanimously agreed to enter into the maintenance contract with the Honeywell Corporation.

3. Mr. Russell presented the request from George Kaiser to display sketches of the Czechoslovakian Quartet in the Lobby. Upon a Motion made by Mr. M. Luxton, Seconded by Alderman J. Stowe, it was agreed that the Display Committee composed of the Chairman of the Board, the Architect

and the General Manager remain active and deal with this particular request and all similar requests. It was further agreed that the Corporation would in no way be responsible for any damage or theft or maintenance of any display in the building.

4. A general discussion was held regarding the requests made by the BACH-A-NAL Committee. Upon a Motion made by Mr. G. Carruth, and Seconded by Mr. M. Luxton it was agreed, with one abstention, that any arrangements made with, or services offered to BACH-A-NAL be treated the same as any other charitable organization.
5. The Managers requested that John Thieme be made a signing officer on the general operations chequeing account in order to have a smoother internal operation. Upon a Motion made by Mrs. L.S. Paikin, Seconded by Mr. G. Carruth, it was agreed to add the name of John Thieme as a signing officer to the chequeing account.
6. The Managers presented their recommendations for additional staff and salary levels. They explained that the volume of work involved in operating the theatre made it impossible to operate efficiently with the present staff. The theatre is now beginning to receive public criticism for lack of maintenance and services. A new staffing chart was presented recommending the addition of eight people to the permanent staff, bringing it to a total of 25. The new positions would be an executive assistant to the General Manager, a bookkeeper-receptionist, a facilities co-ordinator and three assistants, and one additional operating engineer. It was also recommended to increase the salary of the Assistant General Manager to \$19,000. per year and the salary of the Maintenance and Bar Manager to \$11,000. The additional staff would cost \$38,900., with the total of new staff and increases amounting to \$45,801. per year.

Upon a Motion made by Mrs. L.S. Paikin, and Seconded by Mr. G. Carruth it was agreed that the additional staff and salary increases be made and representation be made to the Board of Control for additional funds.

7. Reports on the Opening Festival were given by Michael Maurer, Gordon Carruth and George MacPherson. Mr. Maurer's report was circulated and accepted with the very best wishes of the Board. Mr. Carruth reported on the Opening Committee's involvement and made several suggestions for future festivals and the Board of Directors' involvement. Mr. Carruth's report along with one by William Manson on student participation will be circulated with these minutes. Mr. MacPherson reported on the financial end of the Festival and stated that although exact figures as to profit and loss on individual attractions would take some time to compile, he believed that over-all the Festival will break even, or perhaps, show a small profit. The General Manager requested permission to release attendance figures to the press and a Motion was made by Alderman J. Stowe, Seconded by Mr. G. Carruth to proceed with the press release.
8. The Managers reported that the interior of the building was greatly lacking in proper signage, and recommended that the sign consultant be engaged to properly sign the building. The Board requested the Managers to get proposals and estimates and report back.
9. The Managers reported that the present system of having City Hall do the bookkeeping and disbursement for the theatre operations is not working and causing hardships to the staff and costing the Corporation much time and money. It was recommended that all

THE UNITED STATES OF AMERICA
DO hereby certify that the following is a true and correct copy of the original as the same appears in the records of the Department of the Interior.

AND the Secretary of the Interior is authorized to execute and deliver the same.

IN WITNESS WHEREOF, the Secretary of the Interior has hereunto set his hand and the seal of the Department of the Interior at Washington, D.C., this 1st day of January, 1901.

JOHN D. BROWN, Secretary of the Interior.

THE SECRETARY OF THE INTERIOR is authorized to execute and deliver the same.

IN WITNESS WHEREOF, the Secretary of the Interior has hereunto set his hand and the seal of the Department of the Interior at Washington, D.C., this 1st day of January, 1901.

JOHN D. BROWN, Secretary of the Interior.

THE SECRETARY OF THE INTERIOR is authorized to execute and deliver the same.

IN WITNESS WHEREOF, the Secretary of the Interior has hereunto set his hand and the seal of the Department of the Interior at Washington, D.C., this 1st day of January, 1901.

accounting, disbursement and payroll activities be carried out by the staff.

Upon a Motion made by Mrs. L.S. Paikin, and Seconded by Mr. G. Carruth, it was agreed to accept the Manager's recommendations in principle and requested that additional recommendations be made by the Corporation's auditors.

10. The Managers made a general statement that the Studio Theatre in its present condition costs money every time it is used. The main problem is that the turn-around time between one event and the next is too long and requires too much manpower. The Managers will make recommendations for revamping the seating arrangements and operations procedures.
11. A budget update and bar income report was submitted for the information of the Board. The budget update indicated that the Corporation is operating within the present budget. The bar income report showed a gross profit of \$14,580. for the first three weeks of operation. Deducting operating expenses, the bars showed a net profit of \$5,410. It was suggested by the Board that it might not be necessary to deduct space rental from the gross. Mr. Russell reported that the two balcony cross-over bars were placed in operation under a special permit during the Liberace Show. If the returns indicate that these bars are necessary, application will be made for permanent licenses.
12. Mr. MacPherson reported that the present schedule calls for construction to begin on the underground parking facilities in December 1973 with completion due in October 1974. The Trade and Convention Centre and Provincial Office Tower is scheduled for a construction start in August 1974 to be completed in early 1976. Mr. Russell will leave in early December with representatives of the Province to visit other such centres. It was recommended that a sales campaign should begin immediately to start booking the Trade and Convention Centre of HAMILTON PLACE for the fall of 1976.

CORRESPONDENCE

1. Letter from George MacPherson thanking the Board for their closing night party and for the trip to England. Action: Instruct Mr. MacPherson that the Board would not be responsible for such expenses as elephant and camel rentals or the costs of Serpa guides.
2. Letter from Jim Swanborough thanking Board of Directors for tour of HAMILTON PLACE and luncheon and offering his services. Action: Secretary to write to Mr. Swanborough thanking him for his offer of services.
3. Letter of Donald Eperson regarding Senior Citizen's tickets for HAMILTON PLACE attractions. Action: Secretary to write reply that the matter will be handled by Board of Control and Alderman McCulloch.
4. Letter from Herman Turkstra regarding Ontario Bar Association Meeting requesting special rental rates and waiver of catering percentage and bar control. Action: General Manager to advise of Board of Directors' policies regarding rental rates, catering and bar operations.

OTHER BUSINESS

1. The Manager reported on a conversation with the Mayor in which His Worship suggested that application be made to the Board of Control for allocation of funds to purchase the Information Concepts sign system. A discussion was held regarding a possible reduction in operating funds if a large expenditure such as this was authorized. It was generally agreed that a sign for the theatre and trade centre should have no bearing on the necessary operating funds for HAMILTON PLACE, and upon a Motion made by Mr. Carruth, Seconded by Mr. Luxton, it was agreed to approach the Board of Control for the necessary funds for the sign.
2. The Manager reported that the Company which furnished a press car during the Opening Festival has decided not to continue the agreement. Both Managers pointed out the need for such a staff car and requested permission to lease an automobile. The Board agreed with the need for a staff automobile and the Chairman asked that the securing of such a car be left to the Board as they could probably promote one from a Hamilton dealership.
3. Mr. MacPherson reported that he had been asked to speak before the Associated Arts Councils of North America on the concept of HAMILTON PLACE from its beginnings through the Opening Festival. It was agreed that this meeting was important to the public relations of HAMILTON PLACE throughout North America and upon a Motion made by Mr. Luxton and Seconded by Mr. Carruth and carried, it was agreed to allocate the funds for Mr. MacPherson to attend the Associated Arts Councils meeting in Tampa, Florida on 1 December 1973.
4. Mr. Gillespie turned the Chair over to the Secretary for the purpose of receiving nominations for the appointment of a Chairman and Vice-Chairman.

A Motion was made by Mr. Carruth, Seconded by Mr. Luxton and unanimously agreed that Mrs. L.S. Paikin be appointed Chairman of the Corporation.

A Motion was made by Mr. Luxton, Seconded by Mr. Gillespie, and unanimously agreed that Mr. Gordon Carruth be appointed Vice-Chairman of the Corporation.

5. The Secretary informed the Board that under the terms of The City of Hamilton Act 1972, and the direction of the Council of the Corporation of the City of Hamilton at its meeting of 12 September 1972, the terms of office for the Directors of The Hamilton Performing Arts Corporation, Inc. were as follows:

Mrs. L.S. Paikin	- Three years until September 1975.
Mr. G. Carruth	- Two years until September 1974.
Mr. B.W. Gillespie	- Three years until September 1975.
Mr. M. Luxton	- Three years until September 1975. (Completing the unexpired term of Mr. McNie)
Controller R. Morrow	- Two years until September 1974. (Completing the unexpired term of Mrs. Jones)
Alderman J. Stowe	- Two years until September 1974.
Mr. W. Sametz	- Two years until September 1974.

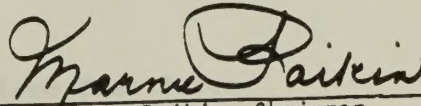
NEXT MEETING

The next Meeting of The Hamilton Performing Arts Corporation, Inc.
at the call of the Chairman.

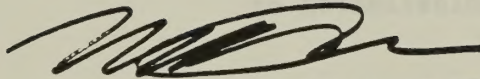
There being no further business,

THE MEETING WAS ADJOURNED AT 10:30 P.M.

THE HAMILTON PERFORMING ARTS CORPORATION, INC.



Mrs. L.S. Paikin, Chairman



George MacPherson, Secretary

The
Hamilton
Chamber
of Commerce

Schedule "B"

January 12, 1972

Mr. Jean Harkin
Chairman,
Coordinating Committee,
Hamilton Theatre Auditorium,
100 St. John,
Hamilton, Ontario
Mr. Chairman:

Some correspondence has been received from the Hamilton Theatre Auditorium regarding the proposed Hamilton Place Task Force. Meetings have been held with the Interior Department of the Theatre Auditorium, the City Clerk of Hamilton and the Legal Department of the Corporation to determine the most suitable form of organization to carry out the project.

Hamilton Place Task Force

**Subject: Correspondence from 1971 Pertaining
to Establishing Hamilton Place**

Under such an arrangement the advantages would be as follows:

- (1) All contracts between the users of the Theatre Auditorium would be between the non-profit corporation and the entertainers, or others. In this way, the City is insulated from any potential liabilities that may arise in connection with the services of entertainers and other users of the facility.
- (2) The Directors of the non-profit corporation would not be personally liable for the corporation. This is corporate limited liability.
- (3) Because of the short term, high volume, low-margin nature of the entertainment and other users, the non-profit corporation could more expeditiously deal with the various users than if arrangements were made with the City, as they would have to be if the governing body of the Theatre Auditorium is not incorporated.
- (4) If contracts entered into by the non-profit corporation extend beyond the term of Council, there is no question of C.A.B. approval involved.

Page 1

1941-1942

1941-1942

**The
Hamilton
Chamber
of Commerce**

155 JAMES STREET SOUTH, HAMILTON 10, CANADA • PHONE (416) 522-2463

For P.M. EKER
From
E. HALL

January 12, 1971

Mr. John McNie:
Chairman,
Co-ordinating Committee,
Hamilton Theatre Auditorium,
City Hall,
Hamilton, Ontario

Mr. Chairman:

RECEIVED

JAN 19 1971

LEGAL DEPARTMENT
THE CORPORATION OF
THE CITY OF HAMILTON

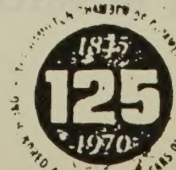
Your Operations Sub-Committee wishes to report as follows:

Meetings have been held with the interim Manager of the Theatre Auditorium, the City Clerk of Hamilton and the Legal Department of the Corporation to determine the most suitable form of organization to operate the new Theatre Auditorium.

From these meetings has come a unanimous opinion that we should seek to incorporate a non-profit corporation under the Ontario Companies Act, the new corporation being established to maintain, operate and manage the new complex with certain specific safeguards for the City of Hamilton written in.

Under such an arrangement the advantages would be as follows:

- (1) All contracts between the users of the Theatre-Auditorium would be between the non-profit corporation and the entertainers, or others. In this way, the City is insulated from any contractual liabilities that may arise in connection with the services of entertainers and like users of the facilities.
- (2) The Directors of the non-profit corporation would not be personally liable on the contracts. This is corporate limited liability.
- (3) Because of the short term, and often last-minute, arrangements with entertainers and others, the non-profit corporation could more expeditiously deal with the arrangements than if arrangements were made with the City, as they would have to be if the governing body of the Theatre-Auditorium is not incorporated.
- (4) If contracts entered into by the non-profit corporation extend beyond the term of Council, there is no question of O.M.B. approval involved.



.....Cont'd....

- (5) The by-laws of the non-profit corporation, after incorporation, could stipulate as to
- (1) the composition of the Board of Directors,
 - (2) term of office,
 - (3) budgetary control by City Council,
 - (4) any other matters considered relevant.

As Chairman of the Operations Sub Committee, I herewith request approval of the Co-Ordinating Committee to proceed along this line.

As you will appreciate, such action for special legislation must go before the Ontario House and we are informed by the City Legal Department that this will not come before the House until the fall sitting of 1971.

Your Operations Sub Committee therefore further recommends that...

- (1) The Co-Ordinating Committee seek a mandate from the Board of Control to act as the interim Board of Directors for the Theatre Auditorium until such time as necessary legislation and establishment of a formal body can be concluded.
- (2) That the Co-Ordinating Committee in its capacity as the interim Board, once granted, immediately take such steps as are necessary and proper to hire a full time Manager for the new Theatre Auditorium at the earliest possible date.

We would stress that we feel this action is imperative if proper planning and advance bookings for the new complex are to be realized.

Aside from the long range aspects of operation, we would suggest that formal planning for opening ceremonies of the new Theatre should begin in the very near future.

If it is the wish of the Co-Ordinating Committee this sub committee stands ready to suggest persons who might be requested to serve on a special Task Force charged with the responsibility of receiving applications for the post of Manager and for screening these for the consideration of the Co-Ordinating Committee and Board of Control.

A job description for the position of Theatre Auditorium Manager is attached for your consideration.

All of which is respectfully submitted.

B. W. Gillespie,
Chairman
Operations Sub Committee

HAMILTON THEATRE-AUDITORIUM COMMISSION

JOB DESCRIPTION - AUDITORIUM MANAGER

NATURE AND SCOPE OF THE POSITION:

This is an executive position and the Manager is responsible to the Governing Board of the Hamilton Theatre-Auditorium for the overall operation of the building complex.

RESPONSIBILITIES:

1. Develop policy relating to the use of the auditorium for approval by the Governing Board pursuant to By-Law
2. Manage the complex, including the following duties:
 - (a) Hire and supervise operational staff.
 - (b) Hire and supervise temporary staff for special events.
 - (c) Oversee operational facilities during performances and use of equipment by lessees.
 - (d) Supervise maintenance and custodial care.
 - (e) Establish and maintain effective regulations with building users and employees.
3. Handle current bookings and rental of facilities.
4. Promote facilities to prospective users and negotiate new booking contracts.
5. Prepare annual budgets for aproval of the Governing Board and City Council.

Submit reports to regular meetings of the Governing Board on program schedule, finances, staff, etc.
6. Deal with the Press and other media.

REQUIREMENTS FOR POSITION:

Education and Training

Qualifications include several years of responsible administration or managerial experience, preferably including experience in Performing Arts, Sports, Trade Exhibitions, Conventions and Public Relations.

Knowledge, Abilities and Skills

1. Working knowledge of requirements of various types of theatrical, musical and other groups likely to use facilities.
2. Knowledge of operational procedures of all primary equipment in building; and of accepted methods of building maintenance.

Assume responsibility for adherence to all local By-Laws, Regulations, Fire, Safety, etc. Provincial Laws governing such buildings.
3. Ability to supervise and co-ordinate work of others, including maintenance of clerical and routine accounting records.
4. Ability to meet and deal with sponsors and to establish and maintain effective regulations with building users and employees.
5. Ability to deal with the Press and other media to secure maximum favourable publicity.

STARTING SALARY SCALE: (Suggestive) \$15,000. - 19,700.



Your file No. 285-1.1

HAMILTON THEATRE-AUDITORIUM FOUNDATION

16A Civic Square Mall

525-3101

Hamilton, Ontario

21 September 1971

RECEIVED

SEP 22 1971

Mr. Paul M. Eker
Legal Department
The Corporation of the City of Hamilton

LEGAL DEPARTMENT
THE CORPORATION OF
THE CITY OF HAMILTON

Dear Paul:

In answer to your questions regarding the proposed functions and activities to be carried on in the Trade and Convention Centre, I submit the following for your information.

While the primary function of the Convention and Trade Centre is the accommodation of commercial, industrial and organizational conventions and exhibits, its programming and its income potential can benefit substantially by the increased versatility of usage made possible through the planned provisions for the accommodation of large-scale popular spectator events with audiences of 3,000 to 4,000. The Trade and Convention Centre can be expected to serve the following range of activities and events:

- ° Major banquets, Assemblies and Convention Meetings, Industrial and Trade Shows such as farm machinery, auto, boat, home and other consumer-oriented shows.

- ° Scientific and Educational exhibits.

- ° Hobby and Special Interest shows such as antique car and hot rod car shows, stamp and coin and other collector club exhibits.

- ° Recreational and Sports shows: Skiing, Hunting, Camping.

- ° Animal Shows such as dog and cat shows and other pet displays and the judging of stock and horse shows.

- ° Convention-related and special interest exhibitions by manufactures, publishers and others.

- ° Ethnic and National fairs and festivals.

- ° Formal dances, balls and folk festivals.

- ° Religious Festivals.
- ° Stage Presentations and Popular Attractions such as Italian concerts, country and western music and rock and roll.
- ° Ice shows.
- ° Sporting events.
- ° Political rallies
- ° Small circuses
- ° Small meetings, lectures and social gatherings
- ° Commercial Closed Circuit TV presentations.
- ° Commercial and Industrial presentations and training programs.
- ° "Happenings"

In general, I see the management of the Centre acting only as a rental agent for space, equipment and facilities. In few instances will the management of the building act as the promotor or presenter of an event. For instance, in the case of a major trade show the Centre management would lease the entire exhibition space to a promotor who in turn would rent individual display booths to the various exhibitors. The Centre would rent to the exhibitors equipment available, arrange for labour and supplies. All decorating of the booths would be handled by an approved outside contractor and in the same instance the preparation of food and food handling would be by an approved outside caterer.

I take it from your letter that you are of the mind to include the operation of the Trade and Convention Centre in the articles of the "operating company" for the Theatre-Auditorium. I disagree with this, the two facilities should be under different companies. I can foresee great legal entanglements should an action be instituted against one or the other of the facilities wherein the funds and activities of the other facility be attached or restricted.

In general the Trade and Convention Centre will be more commercial-consumer in operation and the Theatre-Auditorium will lean more towards artistic and cultural endeavors. We should keep these two operations apart. The same board of directors can serve both operations.

Earlier in our discussions I suggested that the Theatre-Auditorium "operating company" be permitted produce and present attractions in the Hamilton Theatre-Auditorium building and other buildings and facilities as might be

required from time to time. This would take care of the situation wherein the theatre company wanted to present a major attraction in the trade centre. A similar clause should be in the trade centre articles to cover the instances when a convention renting the trade centre desires to use meeting rooms located in the theatre.

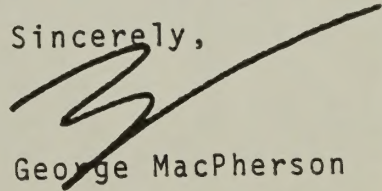
As in the theatre, the manager of the trade centre should be empowered to sign contracts and make payments on behalf of the company. As you know from your days with the Hospital Tax Division, in this type of business decisions and payments must be made with all speed.

Both companies, theatre and trade centre, must be a completely autonomous operation, from each other and from the City.

If you have any other questions please feel free to call upon me.

With kindest regards.

Sincerely,



George MacPherson

cc: Mr. Rouff
Mr. Gillespie



P.F.
[Handwritten signature]

HAMILTON THEATRE-AUDITORIUM FOUNDATION

16A Civic Square Mall

525-3101

Hamilton, Ontario

27 September 1971

Mr. K. A. Rouff
Solicitor
Corporation of the City of Hamilton
City Hall
Hamilton, Ontario

RECEIVED

SEP 28 1971

LEGAL DEPARTMENT
THE CORPORATION OF
THE CITY OF HAMILTON

Dear Ken:

As a result of our recent conversation regarding legislation for setting up an operating company for the Theatre Auditorium I have been reading over several Acts and Articles of similar organizations throughout North America.

The best one I have found is the one for the new Regina Arts Centre. I am enclosing a copy of the Act for your suggestions.

This Act gives the Board power to do anything short of tearing the building down and selling the bricks! Although I did say that we should get legislation in rather broad terms, we should, at the same time, be sure to give us enough power to operate the theatre without undue interference.

It is my understanding that the land, building and equipment will be owned by the City of Hamilton and leased to the operating company for the sum of one dollar and other valued considerations per year. Any properties purchased at a later date will be the personal property of the operation and can be disposed of by the company. The City will undertake to underwrite certain operating expenses of the company in the form of grants given from time to time.

Legislation for our operating company should protect the City of Hamilton and the officers and directors of the company from personal action. It should hold safe and harmless the manager from personal actions. It is most important that the company be able to operate as an autonomous body and be able to engage in contracts and payments to artists with all speed as needs be in the normal course of theatrical business.

page II

I should like to make the following comments on certain sections of the Regina Act:

Section 3 - I feel that the Board of Directors should be composed of six members. Five appointed and the manager as a non-voting director. The Board should be kept small in order to obtain a smooth and efficient operation. An odd number to prevent tie votes. I don't think the make-up of the board should be limited by appointment of individuals from specified sectors of the public such as "an accountant" or "a member of labour". Members of the Board should be selected for their interest and abilities. Perhaps we should even give thought to persons on the boards of the various arts organizations in the city, might a conflict of interest arise?

Section 5 (1) - Should appointments to the Board be for a period of two years.

Section 6 - Board members should not be any monies other than normal "out of pocket" expenses as required by their appointment.

Section 10 (1) a - With a small Board of Directors is it necessary to have an executive committee?

Section 12 (1) a - The operating company should be empowered to carry on its activities in the Theatre-Auditorium and in other such places as required from time to time. This would allow us to lease other facilities such as Sir John A. MacDonald school auditorium, the Trade and Convention Centre or even the Palace Theatre.

Section 12 (1) c - The company should be permitted to engage in the business of selling booze. In the Regina Act this is not spelled out clearly.

Section 15 (1) - The company should be permitted to accept grants from not only the City, but also from the Provincial and Federal governments.

I've had some discussions with Mr. Gillespie and Controller Jones about this subject. At this time I am not in a great hurry to have the Board set up, this will not be required until the first of the year, but we should get legislation passed.

Perhaps you can draw up your form of legislation and then we can have a meeting with Mr. Gillespie and Mrs. Jones to discuss the legislation.

With kindest regards.

Love and peace,

MacPherson

RECEIVED

DEC 16 1971

LEGAL DEPARTMENT
THE CORPORATION OF
THE CITY OF HAMILTON

25 November 1971

Ms. Anne Jones, Controller
Corporation of the City of Hamilton
City Hall
Hamilton, Ontario

Dear Ms. Jones:

I have received a copy of the proposed Private Legislation to operate the Theatre-Auditorium and after some study I make observations and comments as follows on the draft. Before reading my comments I might be well for you to read the Act setting up the operation of the Saskatchewan Centre of the Arts and my letter of comments to Solicitor Rouff of 27 September 1971, copies attached.

In general I feel that the draft as it now stands is too limiting. In the main it gives the company power to operate the Theatre-Auditorium only. It does not give the company freedom to use other facilities or to act as a producer and promotor in other areas of entertainment. I also feel that there is too much control over the company by the City Council. Taking the draft as it now stands I would like to make the following comments:

PREAMBLE: The name of the theatre complex could be changed. The name Theatre-Auditorium is merely an attachment or designation for the project. For want of a better name, the architect has called it a theatre-auditorium to describe the type of building.

1. (f): Restricting activities only to the building in Lloyd D. Jackson Square. Should we not add "and other facilities that may become available or used from time to time.

2. (a): Are we not, in fact, setting up an operating company? In normal theatrical terms a management company rents or leases space and carries on the business of running a theatre

only to the extent of front-of-house staff. An operating company might also rent theatres but also produce entertainments for its theatre.

4 (b) Again we should provide for the use of other facilities. I am now thinking of a chamber music series that might be presented in the Sir John A. Macdonald Auditorium. Also it will be desirable for us to present attractions in the Trade and Convention Centre. There has been some talk of a new arena to be built in the city by private interests which would be leased back to the city. In view of space restrictions we are now facing in the Trade and Convention Centre it might be cause for us to promote large-scale attractions such as Ringling Bros. Circus or Ice Capades in such an arena.

4 (g): In this section we should somehow work in a phrase that the building will be subject to presentations "for the good of the community." Although I am against censorship or personal restrictions in any form, there are attractions about these days that might not be suitable for the theatre. For instance, a group advocating the overthrow of the government by force might wish to rent the hall and when refused might claim they were denied freedom of speech. While the government will support free speech, it is not a requirement that a government provide a platform for everyone to present his own ideas in his own form.

5 (3) Is it desirable to appoint someone to the board for three or four years? This is a long time, especially if an appointee turns out to be less than expective in terms of interest and activity. True, Council may remove a Director at any time. But this could be a point of embarrassment to the City should the Council have to take such drastic action. A two or three year term might be better.

6 (3) This is a very dangerous provision. While the City should have a great interest in the Theatre-Auditorium, requiring the Board to report to Council on any matter is going to cause great operational problems. What would happen if we were to book

like Jennette Reno and we were questioned on this because she is a separatist? Or, we had a chance to book HAIR and make a great deal of money for the centre and we were questioned about the morality of such a show. The greatest problem with many facilities in North America is that in so many instances the manager is answerable to too many people. This is exactly what this clause is letting us in for. A perfect example of Council interference is Atlanta, Georgia. Here, the centre lost many bookings because of delays by council and as a result of Council making artistic decisions the centre lost one of the best regional theatre companies in the nation.

11. (1) Once a month is too often for the board to meet. Three or four times a year is enough for set meetings and others can be called as required.

16. (1) To protect ourselves we should spell out some of the "other operations" are. For instance, the theatre is required to produce a house programme for visiting companies. We could receive flack from established publishing houses if we go into this area without it being mentioned in our act. The same thinking could apply to any scenery shops we operate.

Powers should also be given to commission, acquire and copyright works and to receive royalties from such works.

18. (2) Perhaps in this section it should be indicated that the Board will "set rules and regulations" for the use of the Theatre-Auditorium. In article (f) the wording should be changed from "operation of the Theatre-Auditorium" to "operation of the company", again to allow broader areas of operation.

23: CLAIMS AGAINST THE BOARD. This seems to be the area of confusion. All I requested was that individual Directors and the General Manager would not be liable for personal suits at law. This is certainly normal practice in any business. The fact that this is a separate company from the Corporation of the City of Hamilton would protect the City. We are just saying that any suit must be against the company and not against an individual. I ask that section 23 (b) be changed to read "any Director and the General Manager."

Page IV

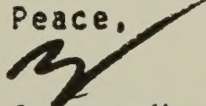
I am asking only for the same protection afforded other members of the Board. We must keep in mind, forever, that we are trying to operate an artistic and cultural endeavour but it is still a political animal and in politics, thinking and personal relationships change. If the Board should feel that it needs and wants additional protection from suits, mainly because of my actions, I would suggest, and urge, that insurance coverage be taken for such protection.

My earlier suggestions on this legislation were made in order to have the greatest business and artistic freedom for the activities of the company. I am not so concerned about law suits as I am about operating the theatre. I would like to think that there will not be legal entanglements, but over the past few years I have seen simple theatrical rental agreements grow from a simple one page document to the 80 page contract for HAIR.

Since coming to Hamilton I am more than ever of the opinion that the Theatre-Auditorium must become a creative and producing theatre. While there are several currently operating cultural organizations, most all of them will require help from the theatre in order to grow. The condition of "the road" gets worse and worse each year and at this point it is anybody's guess what will be available in the way of travelling attractions when the theatre opens in 1973. For these reasons we must have a company set up which will allow us to take on any aspect of theatre operation and production, in the Theatre-Auditorium or elsewhere.

I think we should have a meeting on this before asking the Solicitor to make any changes.

Peace,



George MacPherson

cc: Mr. Gillespie
Controiler Campbell

Burrows rapped for meeting with Munro

Schedule "C"

Hamilton Place Task Force

Subject: Newspaper Clippings With Reference
To Hamilton Place -
October 25, 1985 to September 2, 1989

10/24/50

Session with Mrs. [Name]

Subject: [Topic]
To [Name]
October 24, 1950 at [Location]

Burrows rapped for meeting with Munro

By DAVID ESTOK
The Spectator

THE GENERAL manager of Hamilton Place has been reprimanded for having a private meeting with a provincial minister about a new board to run the city's three main entertainment facilities.

Tom Burrows and Marnie Paikin, former chairman of the Hamilton Place board, and citizenship and culture minister Lou Sage a few months ago merger of Hamilton Cops Coliseum and Convention Centre.

Mrs. Paikin is an active force in plans to amalgamate the three facilities.

The reprimand, combined with complaints by Brian Conacher, general manager of Hamilton Entertainment and Convention Facilities Inc., that "obstacles and roadblocks" have been placed at every turn to destroy HECFI before it gets formally started, illustrate glimpses of a behind-the-scenes battle over the future of the theatre complex.

Hamilton Mayor Bob Morrow said he has already questioned whether a senior civil servant such as Mr. Burrows should be attending a private meeting with a provincial minister.

"I think he knows he cannot take part in meetings like that which go against the philosophy of the city person," Mr. Morrow said yesterday. "It won't be happening again. I have told him it better not happen again."

City council has approved in principle a plan for a new organization, the HECFI, to assume control of all three facilities. However, HECFI still needs provincial legislation before it is a legal entity.

The private member's bill to create HECFI, which has been dubbed "the superboard" because it will be responsible for much of the arts, sports and other entertainment activity in Hamilton, received first reading at Queen's Park last summer. Now the bill must be presented to a standing committee for debate before receiving final approval.

Mr. Burrows, general manager of Hamilton Place for the past seven years, said he was asked by Mrs. Munro to attend an Aug. 7 meeting in Toronto. He

said he was told the meeting would discuss funding for Hamilton Place's 1986 summer series, and Mrs. Paikin had been invited to discuss the merger of the theatre with the convention centre and the new



Paikin

My attendance at that meeting has already been questioned by the mayor, the chief administrative officer (Lou Sage), a member of my board and the chairman of the superboard," Mr. Burrows said yesterday.

Hindsight would indicate that I should not have attended that meeting. However, my reasons for attending were primarily because we were discussing funding for Hamilton Place in 1986 and because I had requested to the minister that if she wanted more information about amalgamation it should come from Mrs. Paikin.

Meanwhile, a special in-camera session of the superboard Oct. 8 for full board support of the amalgamation. The item was discussed privately after Mr. Conacher submitted a three-page report detailing the problems he has encountered during his first nine months on the job.

"I have had obstacles and roadblocks placed at every turn by those people who are using this interim period to destroy HECFI before it gets formally started," Mr. Conacher states. "Procedural debates, multiple levels of approval, red tape, delays, have all combined to make the decision making a bureaucratic nightmare and has created the worst scenario possible."

Although the confidential document does not name any particular individual, Mr. Conacher points to some members of city council, the superboard, and the boards of Hamilton Place and the Convention Centre for failing to give 100 per cent support to HECFI and forcing him into "crisis management."

"It would be a major mistake if those who would destroy HECFI before it is created were allowed to succeed," Mr. Conacher states. "The problems confronting HECFI must be faced and resolved."

Summary

David Braley, chairman of the HECFI board, said he could not discuss Mr. Conacher's report.

"I don't think I should be discussing an in-camera session," he said. "The document itself I asked Mr. Conacher to prepare so that all members of the board could be brought fully up to date of the situation." He said the superboard has given Mr. Conacher its full support.

Mrs. Paikin, who headed a task force of former Hamilton Place chairmen that studied the amalgamation proposal, said the convention centre and the arena have mandates different from that of Hamilton Place. A summary of her report was presented to the Hamilton Place board and only a few board members received the full report. Mrs. Paikin said Hamilton Place has been a successful operation for several years and "if it ain't busted, don't fix it."

Although she is more concerned with the best way to run the theatre than the personalities involved, Mrs. Paikin said Mr. Conacher has

SPEC CAL Nov 29/85

'Takeover' of 3 facilities is deferred

Hamilton Place, other centres may be merged

By DAVID ESTOK
The Spectator

TORONTO — It is compared to a Bay Street takeover.

At stake is the control of Hamilton Place and the debate is whether the theatre should be part of a new corporation managing the city's three arts and entertainment facilities or remain a separate entity.

In Toronto yesterday, representatives from both points of view debated the pros and cons of the merger of Hamilton Place, the Convention Centre and the Copps Coliseum at a standing committee at Queen's Park.

In the end, the 11 member committee on regulations and private bills deferred a decision until Hamilton's new city council discusses the issue at its first session Dec. 10.

But not before one objector. Hamilton lawyer Martin Luxton, compared the fight over the creation of Hamilton Entertainment and Convention Facilities Inc. to a Bay Street takeover.

"Hamilton Place has far more in common with our library system and our city parks," Mr. Luxton said. "Like them it is a community treasure, a community trust not to be operated on a free enterprise profit basis."

'Hard sell'

He said the theatre's artistic integrity, its tax-free status and its educational component would disappear with the creation of HECFI — the superboard. And too much of the 14 member board's effort would be placed on the new Copps Coliseum and NHL hockey, he said.

"Superboard has said there won't be any change to Hamilton Place if the merger is completed as requested (but) it's inevitable when a cultural institution is included as the very minor player in what is essentially a hard sell, fast buck, profit driven operation," he said. "It's only a matter of time before this institution loses its mission."

But Hamilton Mayor Bob Morrow, who asked the committee to pass the legislation to create HECFI as quickly as possible, said nothing could be further from the truth.

"There will be absolutely no changes in what happens at Hamilton Place whatsoever," Mr. Morrow said. "We believe the legislation protects the integrity of all three buildings."

Bill Pr34, a private member's bill proposed more than a year ago by Hamilton Mountain MPP Brian Charlton, would create the superboard which will include the mayor, four aldermen and nine private citizens, overseeing operations of the three buildings.

Mr. Morrow pointed out the preamble to the bill states clearly the superboard would operate in the public interest and promote the "social, cultural, educational and recreational facilities for the benefit of the city."

He also said the merger would save taxpayers as much \$600,000 by eliminating duplication of positions, promotions and other marketing functions.

Mr. Morrow said he would recommend council endorse the legislation as written but Mr. Luxton said his group plans to talk to each alderman, "and make sure that city council has the full facts."

Decision deferred on 'takeover' of arts, entertainment facilities

By DAVID ESTOK
The Spectator

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spec 123 Dec 11/85

Hamilton Place solo is panned by council

By JERRY ROGERS
The Spectator

FOR THE second time in 15 months, Hamilton city council has gone on record to support the merger of Hamilton Place, the Hamilton Convention Centre and the new Copps Coliseum.

After a 90-minute council debate and an earlier 45-minute presentation by opponents and supporters of the merger, council voted 10-7 last night in favor of amalgamating its three facilities.

The council vote also put an end to a move by Hamilton Place supporters to keep Hamilton Place independent.

Council's decision re-affirms one made Sept. 18, 1984, asking for private legislation to establish the Hamilton Entertainment and Convention Facilities Inc. to oversee the marketing and development of the facilities.

The Ontario legislature's committee on regulations and private bills will deal with Bill Pr34 to incorporate HECFI tomorrow.

David Braley, chairman of the interim superboard overseeing the facilities, said council's decision was "the right thing to be done" and permits HECFI "to get on with the job."

Mr. Braley has argued HECFI will not jeopardize the artistic integrity at Hamilton Place and said the new board wants to enhance the theatre.

"If you look at Hamilton Place now, there's not as many dark days," he said. "If you compared the last 12 months with the previous 12 months you'd see a substantial increase in the number of attractions. And that's what we're trying to accomplish. We've got a wonderful opportunity to capitalize on these three facilities downtown."

Martin Luxton, a Hamilton lawyer who led the fight to wrest Hamilton Place out of HECFI's control, told aldermen earlier they were dreaming if they didn't think Hamilton Place would change under the merger.

Mr. Luxton said change was "inevitable" whenever any cultural attraction is included in a commercial, hard-sell, fast-buck, profit-driven institution.

Marnie Paikin, a former Hamilton Place board chairman and a strong opponent of the merger, said she will accept an invitation to appear before the Queen's Park committee.

Scare tactics

Mrs. Paikin argued placing Hamilton Place with a hockey arena and convention centre was an "inappropriate mixing of apples and oranges."

Voting for the amendment to leave Hamilton Place on its own were aldermen Terry Cooke, Mary Kiss, Vince Agro, Bill McCulloch, Geraldine Copps, John Smith and Henry Merling.

Voting against it were Mayor Bob Morrow and aldermen Pat Valeriano, Brian Hinkley, David Christopherson, Shirley Collins, Reg Wheeler, Paul Cowell, John Gallagher, Tom Murray and Don Ross.

Mr. Wheeler urged council to approve the legislation and let the politicians in Toronto know it takes a dim view of people suggesting council doesn't know what it's doing.

"Hamilton Place stands for quality entertainment. We don't want any deviation from that," said Mr. Wheeler, a member of the superboard.

Dismissing criticism of the merger as scare tactics, Mr. Murray said HECFI would save money by eliminating duplication of services and improve all three facilities.

"There are some people in this community, a small faction, that believe Hamilton Place is a little private club just for them. Hamilton Place is here to serve all the people of Hamilton," he said.

Reminding his colleagues it was only the aldermen, not the citizens on the original steering committee, that wanted Hamilton Place in the merger, Mr. McCulloch said the theatre's mandate is to give a balanced, cultural approach in the city.

"It is not an arena. It is not a convention centre. Those both should make money," he said.

Mr. Morrow said he saw nothing in the legislation that would impinge on Hamilton Place's operations.

SPEC FRI DEC 13/85 Hamilton Place merger criticized

By BRIAN PORTER
The Spectator

THE QUALITY of shows at Hamilton Place could decline with the merger of the city's three major arts and entertainment facilities, says a local lawyer who fought for the theatre's independence.

"I think that in time the public in our community will be very sorry this has happened," Martin Luxton said.

"Hamilton Place is not really protected for programming as long as it's reporting to an arena committee which is interested mainly in profits."

His comments followed yesterday's approval of the merger of Hamilton Place, the Hamilton Convention Centre and the new Cops Coliseum by an Ontario legislature committee on regulations and private bills.

The bill now goes to the legislature for second and third reading probably late next week before it is given royal assent and becomes law.

The legislation will enable the city to establish Hamilton Entertainment and Convention Facilities Inc. - a superboard which will include the mayor, four aldermen, and nine private citizens to oversee the operations of the three facilities.

Given power

Mr. Luxton said opponents received some satisfaction with an amendment introduced by committee member Jim McGuigan, a Liberal member from Kent Elgin

Mr. Luxton said the amendment requiring the superboard establish separate committees for each facility and giving them power to report to city council. Council can then make recommendations to the HECFI board which the board must consider.

Mr. McGuigan said he introduced the amendment to ensure the arts community could have a second hearing before council if the superboard failed to heed their concerns about programming at Hamilton Place.

"I have some sympathy to that because all the big bucks usually go to sports activities that are funded by the beer companies and others," he said. "The arts community often feel they're the second cousins."

Hamilton Mayor Bob Morrow, who has argued there will be no changes at Hamilton Place with the creation of the superboard, said the city reluctantly accepted the amendment.

Alderman Tom Murray called the amendment "provincial government meddling in the affairs of the city of Hamilton."

"There wasn't a penny of federal or provincial money in the building of Hamilton Place and they're telling us how to run our facilities," Mr. Murray said.

Marne Palkin, a former Hamilton Place Board chairman and a strong opponent of the merger, said the appeal process provides "a healthy kind of safety valve" but hopes it won't be necessary if superboard supporters keep "their record of promises."

David Hector, whose position as chairman of Hamilton Place will disappear when the legislation is enacted, said it wasn't necessary to incorporate the appeal process into the merger bill.

"I'm sure we'd get the ear of city council if we had great concerns that Hamilton Place was getting buried and was not getting the attention it deserves," he said.

LETTERS

SPEC WED FEB 26/86

HECFI management plan is strange

REGARDING THE Spectator reports on the proposed business plan of the Hamilton Entertainment and Convention Facilities Inc. (HECFI), I find it somewhat incredible that Tom Burrows, the man who has been responsible for turning Hamilton Place around and producing a year of apparently outstanding results with the promise of good things to come, should be one of the individuals which the report recommends take a cut in pay.

On the other hand, the report is apparently proposing that an untried individual, one whose clear mandate on becoming involved with the downtown facilities was to do one thing and one thing only — get an NHL franchise — and has not done so, should be proposed for a pay increase!

Clearly, such a strange proposal could only come out of the public sector. It occurs to me that in a more responsible private sector, individuals demonstrating competence and an ability to get things done are given rewards. On the other hand, it occurs to me that in the more responsible private sector someone who has not made any overt moves to achieve the end result of his employment mandate, would be given warnings rather than a very substantial pat on the back.

The demonstrated success of the



Tom Burrows in Hamilton Place: outstanding results.

Copps Coliseum, I submit, has little to do with Brian Conacher's abilities but rather more to do with the Hamilton population being starved for that form of entertainment suited to an arena. With the demonstrated track record the citizens of Hamilton have in filling the arena, surely by now Mr. Conacher should have been able to make public statements concerning an NHL franchise.

Of course, obtaining an NHL franchise would be considerably easier for all members of HECFI if the mayor and present council would get down to the clearly most important task facing them — getting a GO-Transit facility into the downtown core of this city so we can consistently fill the arena.

P R. Jaggard,
Hamilton.

HAMILTON SPECTATOR - Thursday, February 27, 1986

FORUM

Marketing vision is a threat to Hamilton Place's community role

"MARKETING IS the lifeblood of a corporation. It is through marketing that revenues are generated and stimulated."

The above verse from the bureaucrats' bible is actually a quote from Brian Conacher's "secret and confidential" management plan for the running of Hamilton Place, the Coppes Coliseum and the Hamilton Convention Centre.

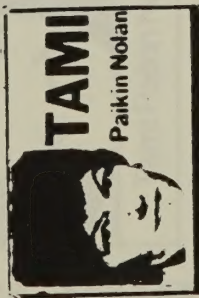
The business part of the plan comes up for approval tomorrow at a meeting of Hamilton Entertainment and Convention Facilities Inc. (HECFI), more commonly known as the superboard, for which Mr. Conacher works as managing director.

The quoted words are a window on the clinician brain of the superboss and they do not augur well for the future of Hamilton's showpiece community theatre.

Product is the key

Marketing is the lifeblood of nothing but the hyped up ad man who would believe such a thing. The true lifeblood of a corporation is its product and the people who think and feel and draw together to produce it. The definition is all the more true for a popular artistic facility like Hamilton Place.

When Brian Conacher talks about Hamilton Place, he talks about space and time and dollars. He doesn't talk about the people who fill the time. He doesn't talk about the uses that fill the space. He doesn't talk about creativity or



TAMI
Paikin Nolan

innovation or grass roots involvement. He doesn't talk about the personality and needs of the community. He doesn't talk about the responsibility such a facility owes those who sacrificed to give it life.

The only perspective Brian Conacher seems to have on the subject of community involvement as it relates to his theatre is in terms of the bucks that this community of pocketbooks will dump into the credit side of his balance sheet if he plays his cards right.

Our theatre

There are major problems with the running of Hamilton's three public entertainment facilities as a single enterprise. Not the least of these problems is the fact that though the Coppes Coliseum and the Hamilton Convention Centre may make money one day, Hamilton Place cannot turn on the profit motive and maintain its integrity as a community theatre.

Hamilton Place wasn't built to be a taker. Hamilton Place was built to be a giver. With profit as the motive, the theatre's oft-articulated



The community's hall: Hamilton Place and, inset, Brian Conacher, who sees it mainly as space to rent.

The theatre Brian Conacher describes in his misguided business plan is nothing more than four walls for hire, a rental hall like a dozen other rental halls, a dull void, all brick and concrete, no heart, no soul.

"HECFI's product is space, all seen no more."

"The optimum marketing plan for HECFI would be one that minimized the cost of attaining the

primary goal of maximizing the use of our product." Mr. Conacher said in his plan.

The superboss pays brief lip service to the special nature and needs of the theatre: "a concerted effort will be made to harness the energies of community volunteers and interested parties on behalf of Hamilton Place recognizing the impact of this great source of talent and energy."

Its student productions in particular enjoy tremendous success and this will continue to be the highlight of the annual schedule."

The bottom line

It is difficult to believe that with joint marketing and the almighty buck being the priority, this is anything but a hollow promise. And other than this, there is nothing in Brian Conacher's business philosophy for Hamilton Place that would set it apart from any other entertainment warehouse in North America.

When the bottom line is a dollar sign, the needs of the community which Hamilton Place has embraced so willingly and so well in the past will not be met. Brian Conacher and his superboard will have their neat little package for marketing purposes but we will have lost a vibrant, one of a kind theatrical wonder.

Popularity earns HECFI a big bonus

POPULAR ATTRACTIONS, bumper crowds and careful management have resulted in a big surplus for the Hamilton Entertainment and Convention Facilities Inc.

The HECFI board of directors was told yesterday Copps Coliseum, the Convention Centre and Hamilton Place are \$660,000 ahead of the budget so far this year.

"It's because of good manage-

ment," said Webb McFarland, chairman of HECFI's audit and finance committee.

Revenue for August was \$150,000 — or 36 per cent — over the projected \$411,000, following a trend since January.

John Leuser, HECFI's director of finance and administration, attributed the surplus in part to more conventions than anticipated during

August and a popular summer program at Hamilton Place.

It was also not known how many Canada Cup games would be played in the coliseum when the budget was drawn up for the year. Mr. Leuser said.

Board chairman Brian Hinkley said he believes the trend will continue as long as the economy stays strong.

SPEC - THURS JAN 14, 1988

Hamilton Place able to thrive under superb board

THERE IS bigger and there is better. But from candy bars to motor cars, the two are not necessarily one and the same. David Hector worried about that two years ago when they lumped Hamilton Place with the coliseum and convention centre under a single manager and board of directors.

Mr. Hector was chairman of the Hamilton Place board at the time. Though he became a member of the new superbboard and chairman of its Hamilton Place committee, he feared his beloved theatre might get lost in the shuffle. The coliseum was being hyped to the hilt. The emphasis of its managers had to be the capture of a National Hockey League franchise for the city. Hamilton Place required a different approach, a different kind of marketing and above all a different kind of community involvement.

Worries about theatre

In particular, David Hector worried that under the new superbboard structure, Hamilton Place would become, like the coliseum and convention centre, just another four walls for rent.

"The vision for Hamilton Place had been much more than that. This was a real community theatre interested in nurturing local talent. It was



Tami Paikin Nolan

to be a reflection of the city, not just a rental hall."

Mr. Hector was not alone in his concerns. An impressive contingent of Hamilton Place lovers, loyalists and founding directors fought the inclusion of the theatre under the superbboard, umbrella both locally and at Queen's Park.

"As a member of the interim advisory board looking into the restructuring, I was very much of the opinion that Hamilton Place should be excluded from the amalgamation. The coliseum and convention centre had a lot in common. They were both in the business of renting facilities. Hamilton Place, on the other hand, has a very special mandate; to provide innovative and balanced programming for the people of

Hamilton through its own promotion and community involvement."

The battle was lost.

HECTF — Hamilton Entertainment and Convention Facilities Inc. — took charge Jan. 1, 1986, and Hamilton Place officials and personnel went to work for Brian Conacher whose title would be managing director of the three facilities.

Mr. Hector stepped down from HECTF this month and wrapped up a 10-year involvement with Hamilton Place. He is happy to say as he leaves that the theatre has fared well under the superbboard structure.

Warnings worked

But he suggests this is largely due to the concerns and the warnings expressed by those who opposed the merger at the time.

"We succeeded in having mechanisms to preserve the integrity of Hamilton Place written right into the legislation," Mr. Hector says. "We have the assurance that there will always be a special Hamilton Place committee as well as assurances about existing staff at the theatre and convention centre."

In addition, Mr. Hector says, Hamilton Place was allowed to continue doing its own marketing and promotion. (Until the past few months, the convention centre and

coliseum were being marketed centrally. A recent reorganization of the marketing department has now left each facility manager responsible for his own marketing.)

Mr. Hector says he is proud of Hamilton Place's record of community involvement. The theatre plans its schedule to suit the needs of local cultural organizations including Theatre Aquarius, The Hamilton Philharmonic, Opera Hamilton, The Bach-Elgar Choir and The Geritol Follies.

He is pleased with projects over the past few years that have brought the theatre uniquely to life in the summertime. And with the talent and dedication of teacher-wizard Da-

vid Dayler, Hamilton Place has turned student theatre in Hamilton into an exciting reality. The theatre maintains its own scholarship fund.

With David Hector's departure, only one HECTF member remains with connections to the original Hamilton Place board.

The challenge of the immediate future will be to bring student productions back into the Great Hall now that their funding has dried up, Mr. Hector says, and to fill the void that will be created when Theatre Aquarius moves into its own facility.

The challenge of the long term will be to maintain the magic. Superboard or no superbboard, Hamilton Place is in a class by itself.

Nov. 22/88 spec Tues 36
Forum will plot special events strategy

ALL MEMBERS of city council are being invited to a special meeting to explore ways to stage more events and entice more people to Hamilton Place.

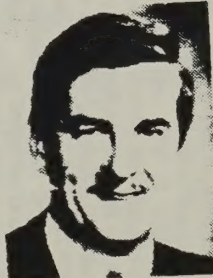
The meeting will be held Nov. 30, according to Alderman Brian Hinkley, chairman of the board of Hamilton Entertainment and Convention Facilities Inc., which runs the theatre complex, Hamilton Convention Centre and Copps Coliseum.

Mr. Hinkley said the HECFI board had asked Hamilton Place manager Tom Burrows to prepare a report on possible new programming and on obstacles to attracting certain events.

"Some members of council have asked why some shows go to Kitchener and Toronto and not to Hamilton," said Mr. Hinkley. "That's the sort of thing the board wants to discuss."

HECFI financial reports show a budget deficit for Hamilton Place of \$39,855 at the end of September. The coliseum and convention centre each had surpluses of \$287,000 for the same nine-month period.

As of Sept. 30, HECFI was running \$729,913 ahead of its 1988 budget, but revenue was almost identical for the same period last year.



Hinkley

Taxpayers help HECFI break even for '88

TAXPAYERS SUBSIDIZED Hamilton Entertainment and Convention Facilities Inc. to the tune of \$2.4 million last year, pushing it bottom line up to the break-even mark once again.

The corporation, which runs Hamilton Place, Copps Coliseum and the Hamilton Convention Centre, reported a \$1.6 million shortfall before municipal subsidies, according to HECFI's annual report.

Hamilton Place was the big money loser. Despite the city's contribution of nearly \$577,000, the theatre and concert hall lost \$13,000.

HECFI chairman John Gallagher said he's pleased with the performance of the coliseum and convention centre.

The coliseum brought in \$2.1 million in revenue and made a \$337,000 profit, which includes a \$105,000 contribution from the city.

The convention centre's ledger also showed improvement. The centre had a \$210,000 shortfall, but reduced its deficit by 38 per cent from 1987. Hamilton taxpayers ante up about 12 per cent less (\$466,000) to put the operation about \$255,000 in the black heading into this year.

In total, the three facilities brought in \$7 million from their 1988 operations and spent \$8.7 million. The municipal subsidy balanced the books and allowed \$789,000 to be set aside for future capital projects.

The city's financial support hasn't

increased in recent years. Mr. Gallagher said he'd like to see it steadily reduced until the three facilities are weaned from the public purse.

"I think one thing the board and city council has to keep in mind is that taxpayers are willing to subsidize and assist to get something off the ground, but I don't think that taxpayers are willing to carry a major deficit for an extended period of time."

Alderman Bill McCulloch, who heads the Hamilton Place committee, said the theatre has a mandate to improve the cultural fabric of the city, which should make its deficit position more acceptable.

"The money we spend on parks runs into the hundreds of millions. But nobody ever says, 'Hey, wait a

minute, you shouldn't be spending that kind of money on parks," he said.

Mr. Gallagher said one cost-cutting measure the board will implement soon is to centralize marketing and promotion for the three facilities.

Before a marketing director can be hired for the newly created position, the board must replace the former managing director and chief executive officer, Brian Conacher, who left his \$93,000 job this year to work for Toronto's Royal Winter Fair.

HECFI's executive has interviewed three candidates for the job and will recommend one of them to the full board at its next regularly scheduled meeting, on July 21.

C2 SPEC. FR1 JULY 7 1989

HECFI warns it may need cash bail-out

THE SPECTATOR - SAT., SEPT. 2, 1989

By KEN PETERS
The Spectator

FOR THE first time in its four-year history, the city-subsidized Hamilton Entertainment and Convention Facilities Inc. may have to seek an additional financial bail-out from local taxpayers.

The lack of a major tenant for Copps Coliseum over the past months has been cited as the major reason for the projected \$220,000 year-end deficit, Alderman John Gallagher, HECFI chairman, said.

"The major reason is that Copps Coliseum had too many dark days. Not having a major tenant for the arena has had a major impact on our revenue situation," he said.

The HECFI board of directors oversees the operation of Copps Coliseum, Hamilton Place and the Hamilton Convention Centre.

While HECFI received a city subsidy of \$2.3 million last year to help cover its estimated \$9-million operating budget, the board's new chief executive officer, Gabe Macaluso, admitted he may have to ask the city to cover the projected \$220,000 shortfall.

"We may have to go to the city and say we need X amount of dollars to bail us out for the year."

Projections

HECFI's recently released financial statements include the following year-end projections.

- A Hamilton Place deficit of \$400,000, including a \$130,000 loss from the musical A Chorus Line.
- A Copps Coliseum deficit of \$243,000.
- A Hamilton Convention Centre surplus of \$400,000.
- A corporate department surplus of \$23,000.

Mr. Macaluso said he may be forced to dip into an \$843,000 reserve fund to cover the deficit or cut operating expenses.

"The reason for the projected deficit is that we lost money at Hamilton Place on some shows coupled with the fact we didn't have enough events at Copps," he said.

A number of major concerts that had been expected to cover the revenues lost by the departure of the Hamilton Steelhawks in August 1988 simply failed to materialize, he added.

Five-year plan

Mr. Gallagher said it was his mandate to reduce the annual taxpayer contribution to HECFI to zero, a task he believes could be accomplished within five years.

Mr. Macaluso said a strong box office performance by the hit musical Evita, now playing at Hamilton Place, should enable the show to break even and not increase the projected shortfall. Additional bookings for the remainder of 1989 could further improve the financial situation.

And Mr. Macaluso said HECFI's financial picture appears considerably brighter for 1990 thanks to the arrival of the Dukes of Hamilton junior hockey team and the planned Memorial Cup junior hockey championship. The possibility of the city hosting the world junior hockey tournament would provide additional revenues for 1990.

Schedule "D"

**Hamilton Place Task Force Mandate
and Target Date for Completion**

That a Special Task Force be established to review the structure and mandate of Hamilton Place Theatre.

The target date for completion of the Task Force be defined to 1988 in accordance with the City's and HPT's budget preparation.

Hamilton Place Task Force

**SUBJECT: Hamilton Place Task Force Mandate
and Target Date for Completion**

HECFI warns it may need cash help

HECFI, the Health Care Financing Administration, has warned that it may need cash help from Congress to meet its obligations for the next fiscal year.

The agency, which is part of the Department of Health and Human Services, has a budget of \$1.2 billion for the next fiscal year. It has a long-term debt of \$1.5 billion and a current debt of \$1.2 billion. The agency has a cash balance of \$1.2 billion and a cash deficit of \$1.2 billion. The agency has a cash balance of \$1.2 billion and a cash deficit of \$1.2 billion.



**Hamilton
Entertainment
and Convention
Facilities Inc.**

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416 527-7900

**Hamilton Place Task Force Mandate
and Target Date for Completion**

**That a Special Task Force be established to review the history and
mandate of Hamilton Place Theatre.**

**The target date for completion of the Task Force is October 1, 1990
(to coincide with the City's and HECFI's budget preparation).**

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Handwritten notes in the top right corner, including the date "10/10/1960".



Section 1000, Title 10, United States Code, and related laws for classification.

That a Special Agent should be authorized to review the history and contents of certain files. The Special Agent should be authorized to review the history and contents of certain files. The Special Agent should be authorized to review the history and contents of certain files.



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

REPORT TO THE HECFI BOARD OF DIRECTORS
OF THE HAMILTON PLACE TASK FORCE
MEETING OF AUGUST 9, 1990

The Hamilton Place Task Force presents its **SECOND** Report and respectfully recommends:

1. Correspondence Received

That the present composition of the Hamilton Place Task Force remain the same.

Note: For the information of the Members of the Board, attached as Schedule "A" is a request for representation on the Task Force by Mr. Peter Mandia, Executive & Artistic Director, Theatre Aquarius. Opposed to the motion was Ms. Cheryl York, Arts Co-ordinator, City of Hamilton. Some members of the Task Force felt that since the Task Force had already commenced and had limited time to complete its mandate, the composition should remain the same.

The following items are submitted for information only:

1. Terms of Reference - Hamilton Place Task Force

The Committee discussed the items that should appear in the terms of reference for the Task Force.

2. Mandate of Hamilton Place Theatre

The Committee discussed the mandates that were received from members. The mandates prepared by the Task Force Members reflected that Hamilton Place's mandate, in their view, is to support and foster a vibrant local arts community for the general benefit of the community. Many felt that the mandate of Hamilton Place had not changed from day one. Discussions continued as to what items were to be included in the final report to the Board from the Task Force.

3. Minutes of Meeting of July 24, 1990

The Minutes of the Hamilton Place Task Force of its meeting on July 24, 1990 are attached for information as Schedule "B".

4. Analysis of Variable & Fixed Costs
re Hamilton Place Theatre

This item was received as information and is attached as Schedule "C".

REPORT OF THE COMMISSION OF INVESTIGATION
ON THE HAMILTON PLACE FIRE
JANUARY 11, 1930

The following report was prepared by the Commission of Investigation on the Hamilton Place Fire, and is submitted to the Board of Fire Commissioners.

1. Introduction

The fire occurred on the morning of January 11, 1930, at the Hamilton Place, New York City. The fire was caused by a gas leak from a gas stove.

The fire started in the kitchen of the Hamilton Place, and spread to the adjacent rooms. The fire was extinguished by the fire department, and no one was injured. The damage to the property was estimated at \$10,000. The cause of the fire was a gas leak from a gas stove. The gas leak was caused by a faulty gas valve. The gas valve was not properly installed, and it was not properly maintained. The gas valve was found to be defective, and it was replaced. The gas valve was found to be defective, and it was replaced. The gas valve was found to be defective, and it was replaced.

The following report was prepared by the Commission of Investigation on the Hamilton Place Fire, and is submitted to the Board of Fire Commissioners.

2. Description of the Fire

The fire started in the kitchen of the Hamilton Place, and spread to the adjacent rooms. The fire was extinguished by the fire department, and no one was injured. The damage to the property was estimated at \$10,000. The cause of the fire was a gas leak from a gas stove.

3. Cause of the Fire

The Commission of Investigation found that the cause of the fire was a gas leak from a gas stove. The gas leak was caused by a faulty gas valve. The gas valve was not properly installed, and it was not properly maintained. The gas valve was found to be defective, and it was replaced. The gas valve was found to be defective, and it was replaced. The gas valve was found to be defective, and it was replaced.

4. Minutes of Meeting of July 24, 1930

The Minutes of the Hamilton Place Fire, New York City, are attached to this report. The Minutes of the Hamilton Place Fire, New York City, are attached to this report. The Minutes of the Hamilton Place Fire, New York City, are attached to this report.

5. Minutes of Meeting of July 24, 1930

This item was received as information and is attached as Appendix "C".

5. 1990 Operating Budget for Hamilton Place Theatre

This item was received as information and is attached as Schedule "D".

6. Financial Results Summary for Hamilton Place Theatre since 1983

This item was received as information and is attached as Schedule "E".

7. City of Hamilton Summary of Public Subscriptions

This item was received as information and is attached as Schedule "F".

8. Statistical Information - "Arts and the Cities"

This item was received as information and is attached as Schedule "G".

9. Other Business - Correspondence Received

The Committee reviewed the correspondence dated July 6, 1990 addressed to Alderman John Gallagher, Chairman, HECFI Board, from Ms. Evelyn Kaye, 45 Kenmore Road, Hamilton, attached as Schedule "H".

10. Regional Funding History

The Committee reviewed the Regional Funding History from 1983 to 1990 respecting various arts organizations, attached as Schedule "I".

11. Date of Next Meeting

The Committee agreed to meet on Thursday, August 23, 1990 at 3:00 p.m. (instead of 4:30 p.m. as previously scheduled).

RESPECTFULLY SUBMITTED

"Paul R. Jaggard, *per* mills

PAUL R. JAGGARD, CHAIRMAN
HAMILTON PLACE TASK FORCE

JMills

JOAN MILLS
TASK FORCE SECRETARY

COPY

July 27, 1990

Alderman John Gallagher
Chairman, H.E.C.F.I.
Hamilton City Hall
71 Main Street West
Hamilton, Ontario
L8N 3T4

Dear Alderman Gallagher:

re: HAMILTON PLACE TASK FORCE

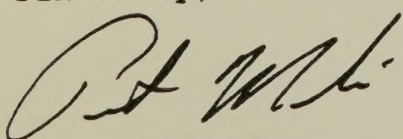
When the task force was recently appointed to review the mandate of Hamilton Place, representatives of principal tenants were asked to join the team. The notable exception was THEATRE AQUARIUS.

Since 1973, THEATRE AQUARIUS has been the dominant tenant in the Hamilton Place Studio Theatre. Indeed, this organization occupies the Studio for 33 weeks each year. As a major arts organization in this city, we also have a unique vantage point, as I personally have worked with every Hamilton Place General Manager since George MacPherson, pre-dating the actual opening of the facility. This Company, indeed, has a clear sense of the building's policy evolution since its inception.

Equally important, with the opening of our new facility in the fall of 1991, THEATRE AQUARIUS will be leaving Hamilton Place in a year's time. We, therefore, have no vested interest and could bring to your deliberations a sense of history, experience, and objectivity.

Whether our omission was oversight or design, I strongly urge you to consider requesting a representative of this organization to join this important task force.

Sincerely,



Peter Mandia
Executive & Artistic Director

c.c. Gabe Macaluso, Managing Director H.E.C.F.I.
Paul Jaggard, Task Force Chairman

EXECUTIVE &
ARTISTIC DIRECTOR
PETER MANDIA
PRODUCTION MANAGER/
STAGE MANAGER
STEPHEN NEWMAN

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1988 - 89

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PHYLLIS E. SMALLMAN

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255 WEST
AVENUE NORTH
HAMILTON, ONTARIO
L8L 5C8
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416-522-7529
ADMINISTRATION
416-522-7815
FAX 416-522-7865



Theatre
Aquarius

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Tuesday, July 24, 1966

2:00 p.m.

Hamilton Place Board Room

Roll Call

PRESENT: Chairman A. Manning, H.E.C.F. Board
By Mr. Manning, H.E.C.F. Board
Mr. P. Manning, Opera House
Mr. G. Davis, Hamilton Place
Mr. G. Davis, Hamilton Place
Mr. G. Davis, Hamilton Place
Mr. G. Davis, Hamilton Place
Mr. G. Davis, Hamilton Place
Mr. G. Davis, Hamilton Place
Mr. G. Davis, Hamilton Place
Mr. G. Davis, Hamilton Place
Mr. G. Davis, Hamilton Place
Mr. G. Davis, Hamilton Place

Hamilton Place Task Force

Subject: Minutes of the Hamilton Place Task Force

PRESENT: Mr. G. Davis, Hamilton Place
Mr. G. Davis, Hamilton Place

AGENDA: Mr. G. Davis, Hamilton Place

1. Opening Remarks

The meeting commenced at 2:00 p.m. and all in attendance
introduced themselves.

**2. Review of Minutes of the
Hamilton Place Task Force**

Chairman A. Manning, Chairman of the H.E.C.F. Board,
called to order the meeting. He welcomed the Chairman and Vice-Chairman
and members. He opened the floor to nominations for the
position of Chairman. Mr. G. Davis nominated Mr. P. Manning
and there were no further nominations. It was

MOVED by Chairman Manning, seconded by Mr. Manning,

THAT NOMINATIONS BE CLOSED FOR THE POSITION OF CHAIRMAN OF THE
HAMILTON PLACE TASK FORCE, AND THAT MR. P. MANNING BE
APPOINTED AS CHAIRMAN.

ROLL CALL.

Section 100-100000
Section 100-100000

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Tuesday, July 24, 1990

3:00 p.m.

Hamilton Place Board Room

REGULAR SESSION

PRESENT: Alderman H. Merling, HECFI Board
Mr. Wm. Tidball, HECFI Board
Mr. P. Jaggard, Opera Hamilton
Mr. G. Davis, Regional Finance
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. S. Bye, Hamilton Philharmonic Orchestra
Ms. C. Hamilton, Hamilton Geritol Follies
Mr. J. Hammond, Hamilton and Region Arts Council
Ms. S. Worthington, Bach Elgar Choir

ALSO PRESENT: Alderman J. Gallagher, Chairman of HECFI Board
Mr. G. Macaluso, Managing Director/CEO, HECFI
Ms. J. Mills, Task Force Secretary

GUESTS: Ms. Liz Robinson, Hamilton and Region
Arts Council

MEDIA: Ms. Beth Ryan, Spectator

1. Opening Remarks

The meeting commenced at 3:05 p.m. and all in attendance introduced themselves.

1.2 Election of Chairman of the
Hamilton Place Task Force

Alderman John Gallagher, Chairman of the H.E.C.F.I. Board, offered to chair the elections of Chairman and Vice-Chairman. With approval, he opened the floor to nominations for the position of Chairman. Mr. Chuck Renaud nominated Mr. Paul Jaggard. As there were no further nominations, it was

MOVED by Alderman Merling, seconded by Mr. Tidball

THAT NOMINATIONS BE CLOSED FOR THE POSITION OF CHAIRMAN OF THE HAMILTON PLACE TASK FORCE, AND THAT MR. PAUL JAGGARD BE APPOINTED AS CHAIRMAN.

MOTION CARRIED.

1.3 Election of Vice-Chairman of
the Hamilton Place Task Force

For the position of Vice-Chairman of the Hamilton Place Task Force, Alderman John Gallagher opened the floor for nominations. Alderman H. Merling nominated Mr. Bill Tidball. Ms. Chris Hamilton nominated Ms. Liz Robinson. Nine ballots were cast in a secret ballot. Mr. G. Macaluso and Mrs. J. Mills counted ballots. Vote 5-4 for Mr. Tidball as Vice-Chairman of the Hamilton Place Task Force.

It was

MOVED by Mr. Jaggard, seconded by Ms. Robinson

THAT THE VOTE STAND WITH MR. WILLIAM TIDBALL AS VICE-CHAIRMAN OF THE HAMILTON PLACE TASK FORCE, AND THAT THE BALLOTS BE DESTROYED.

MOTION CARRIED.

Following the elections, the Chairman indicated that he felt it would be useful for potential biases of Committee members to be stated up front. As President of Opera Hamilton, one of the largest users of the Hamilton Place Great Hall, he stated that he perceived certain unique needs of an arts organization renting the facility. Nevertheless, he stated that overall, Opera Hamilton's position is that the Great Hall is a brilliant facility by virtue of its location and superb acoustics. He stated further that both the City of Hamilton and the Regional Municipality of Hamilton-Wentworth have collectively supported the arts for many years and they are to be commended for this vision. On the other hand, he indicated that his information leads him to the conclusion that Hamilton Place is one of the most expensive facilities to operate from in Canada.

He observed that it was his view that the Task Force should deal within its mandate with the arts and arts funding policies of the City and the Region, although he commented that this may be a reasonably broad view of our mandate.

He observed that Hamilton Place was not built with the assistance of federal or provincial monies, but rather substantially with contributions and donations from area residents. Area residents, in his view, were expressing at that time a devotion to building a thriving arts community in the Hamilton region.

He expressed concern as to the direction of the Hamilton Place facility. He observed that in his view, the rolling in of Hamilton Place into HECFI was a mistake since the goals for Hamilton Place are dramatically different from those of the other HECFI facilities. Nevertheless, he commented that in or out of HECFI, his interest was in Hamilton Place being properly run with a clear view to its own identifiable mandate.

Alderman John Gallagher, Chairman, HECFI Board, stated there was a need to find out where the differences are and seek common ground. He felt that there are still some bad feelings regarding Hamilton Place being rolled into HECFI, together with the Hamilton Convention Centre and Copps Coliseum. Alderman Gallagher said that out of the approximately \$11,000,000 cost to build Hamilton Place Theatre, over \$6,000,000 was debentured by the City of Hamilton, with approximately \$2,000,000 from capital levy and balance of approximately \$2,500,000 was raised from payroll deductions, etc., with a result that the local tax base paid for the facility. Alderman Gallagher then handed to the Secretary a financial report relative to the public subscriptions to be provided as information for the next meeting. Alderman Gallagher stated he is in favour of the arts and that it is time to put bad feelings aside and look to the future of Hamilton Place. He felt that we have to clarify what the role of the arts community is, and ensure that the arts are well served but at the same time, ensure HECFI can meet it's mandate. Alderman Gallagher went on to say that Hamilton Place is to be run in a business-like manner, not like a business. He agreed that the facility is expensive to operate. He said he sincerely hopes that a plan of action can be put together that will satisfy all needs.

Alderman Henry Merling stated that in the past, it was his view that the Legislature should not approve amalgamation. He said that Hamilton Place should be an entity by itself, not designated to make money. As present Chairman of Hamilton Place, he still calls Hamilton Place Committee meetings, even though the committee structure has been streamlined. He also agreed that it is very expensive to operate the facility; that the use of the facility should be increased without costing too much money to the general public; that we should look at what the building can do and what it is going to cost us over next five years by not depriving arts. He as well stated that he was now committed to the HECFI concept and we should all work together.

Mr. William Tidball stated that something happened to cause this difficulty, however, Hamilton Place is under HECFI, and will remain so. He said that we want to encourage the use of Hamilton Place, and that we would like the arts community to know our mandate together with difficulties we have.

Other Committee members relayed their views on the mandate, etc.

Alderman Merling left the meeting at 3:40 p.m.

Mr. Gabe Macaluso, Managing Director/CEO of HECFI spoke on the financial aspect of operating Hamilton Place. He stated that HECFI has been sent a clear message to reduce spending. He observed that it costs HECFI approximately \$7,000.00 a day to operate Hamilton Place; that arts groups pay a maximum of \$2,400 to use the facility on event nights, which leaves a deficit of approximately \$5,000. He asked where we will get the money to reduce operating costs other than from the users of the facility.

Mr. Paul Jaggard, Chairman, asked about the profit and loss capabilities of the three facilities, and which facility has a possibility of making money. Mr. Macaluso responded that possibly Copps Coliseum would have the capability of making money, with a major tenant.

Alderman John Gallagher stated that he would now leave the meeting and let the Hamilton Place Task Force proceed and report back to the HECFI Board. He stated that HECFI is facing a major dilemma; that HECFI is subsidized; and that Hamilton Place could come close to breaking even, as well as Copps Coliseum, without a major tenant. He said that there is a need to clarify, through the budget process, so that it does not appear as though HECFI is not operating in a business-like manner and also to identify what the subsidy is for the arts. Alderman Gallagher stated that he would be available to the Task Force upon request, but that the Task Force should proceed independently.

Alderman Gallagher, Chairman, HECFI Board, left the meeting at 3:45 p.m.

Ms. Cheryl York, Arts Co-ordinator, stated that she may be able to provide at a later date, information from "Arts and the Cities", a national organization comprised of artists, arts supporters, etc. which may assist the Task Force in comparing arts support in various communities.

The members were requested to provide a one-page statement of what they thought the mandate of Hamilton Place is today and what it should be, and send it to the Secretary. Financial information was requested relative to Hamilton Place, i.e. budget information for past five years.

2. New Business

2.1 Determine Schedule of Meetings

The Chairman stated that there would be approximately five meetings of the Task Force prior to the completion date of October 1, 1990. Meetings were scheduled for Thursday, August 9, 1990 at 4:30 p.m. and Thursday, August 23, 1990 at 4:30 p.m. with all meetings scheduled to take place in the Hamilton Place Board Room. The Chairman requested that the Secretary distribute to all members a detailed listing of the membership, together with a copy of Bill Pr34.

2.2 Determine Terms of Reference

This item was not discussed.

2.3 Minutes of the Hamilton Performing Arts Corporation Inc.
September 27, 1972 to October 25, 1973

This item was sent out with agenda and received by Members.

2.4 Correspondence from 1971 Pertaining to Establishing
Hamilton Place

This item was sent out with agenda and received by Members.

2.5 Newspaper Clippings with Reference to
Hamilton Place

This item was sent out with agenda and received by Members.

3. Other Business

There was no other business discussed.

4. Date of Next Meeting(s)

Thursday, August 9, 1990 @ 4:30 p.m.
Thursday, August 23, 1990 @ 4:30 p.m.

5. Adjournment

It was

MOVED by Ms. Hamilton, seconded by Mr. Tidball

THAT THE MEETING BE ADJOURNED. (4:20 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Paul R. Jaggard, C.A., Chairman

Joan Mills, Secretary

MEMO TO: HAMILTON PLACE TASK FORCE

FROM: Mr. John A. [unclear]
Vice-President
and Administration

DATE: July 21, 1984

SUBJECT: ANALYSIS OF VARIABLE AND FIXED COSTS - HAMILTON PLACE THEATRE

BACKGROUND:

This memo is for the use and review of members of the Hamilton Place Task Force for information.

Hamilton Place Task Force

DEFINITION:

The Hamilton Place Task Force is defined as the group of individuals who are responsible for the analysis of variable and fixed costs of the Hamilton Place Theatre.

**Subject: Analysis of Variable & Fixed Costs
re Hamilton Place Theatre**

On July 19, 1984, an analysis of variable and fixed costs for the Hamilton Place Theatre was completed. The purpose of this report is to provide all members of the Hamilton Place Task Force with the results of the analysis. The analysis was conducted by the Corporate Department and the Central Operating Unit. The results of the analysis are as follows:

- SUMMARY
- ANALYSIS
- DISCUSSION AND RECOMMENDATIONS
- CONCLUSIONS

The following should be noted as part of the analysis:

1. C.O.U. costs have been included in the analysis as follows:

Variable Costs - \$1,100,000
Fixed Costs - \$1,100,000

1,100,000
1,100,000

Although these costs are not currently reported as such, they are included in the Corporation of the City of Hamilton as part of the Hamilton Place Theatre.

2. The analysis does not reflect any provision for depreciation or any provision for the replacement of fixed assets.

These provisions are currently reported as such in the Corporation of the City of Hamilton as part of the Hamilton Place Theatre.

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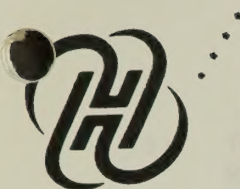
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Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR INFORMATION

MEMO TO: HAMILTON PLACE TASK FORCE

FROM: Mr. John A. Leuser, C.A.
Director of Finance
and Administration

DATE: July 31, 1990

SUBJECT: ANALYSIS OF VARIABLE AND FIXED COSTS - HAMILTON PLACE THEATRE

RECOMMENDATION

That the report on the analysis of variable and fixed costs of Hamilton Place Theatre be received for information.

BACKGROUND

The Hamilton Place Task Force at its meeting on July 24, 1990 requested a report on fixed and variable costs related to the operation of Hamilton Place Theatre.

Attached on Schedule 1 is an analysis of variable and fixed costs for Hamilton Place Theatre. In preparing this report, I attempted to quantify all costs related to the operation of Hamilton Place Theatre. In doing so, costs related to the Corporate Department and the Central Utilities Plant were included in this analysis as chargebacks to Hamilton Place Theatre since these two departments provide the following essential services to Hamilton Place Theatre:

- marketing;
- box office;
- financial and accounting;
- administration; and
- energy

The following should be noted in respect of the attached analysis:

- (1) C.U.P. costs have been included in the analysis as follows:

Variable Costs - Energy Bill	\$235.770
Fixed Costs - Overhead	150.770
	\$386.540
	=====

Although these costs are not currently charged back to HECFI, they are incurred by the Corporation of the City of Hamilton on behalf of Hamilton Place Theatre.

- (2) The analysis does not reflect any provision for depreciation or any provisions for the eventual replacement of fixed assets.

- (3) Total variable costs, including the C.U.P. energy bill, represent 92.7% of total revenue. The remainder of only 7.3% represents an earned contribution margin towards fixed costs.
- (4) Annual fixed costs, including C.U.P. overhead costs, are \$1,936,021 or \$5,304 on a per calendar day basis.
- (5) The excess of expenditures over revenue from operations on an annual basis is \$1,801,299 or \$4,935 on a per calendar day basis. This relates to the two venues - the Great Hall and the Studio Theatre. Please note that our accounting system does not separately track and accumulate expenses for each of these two venues. However, a possible method of allocating costs to these two venues may be on the basis of seating capacity--Great Hall (2,191 seats) and Studio Theatre (327 seats). Based on such an allocation method, the excess of expenditures over revenue from operations would be distributed as follows:

	<u>Excess of Expenditures Over Revenue From Operations</u>	
	<u>Annual Basis</u>	<u>Per Calendar Day Basis</u>
Great Hall	\$1,567,130	\$4,293
Studio Theatre	234,169	642
	<u>\$1,801,299</u>	<u>\$4,935</u>

If one assumes a reasonable level of activity for both venues of approximately 220 event days, (which approximates activity levels in 1989) then the licence fees or rent charged for each venue would need to increase as follows in order for Hamilton Place Theatre to break-even.

	<u>Licence Fee Increase Per Event Day</u>
Great Hall	\$7.123
Studio Theatre	1.064

Currently, the 1990 rates per performance for the Arts Groups are:

Great Hall - Forestage	\$1,925 (flat rate)
Great Hall - Main Stage	2,310 (flat rate)
Studio Theatre	420 (flat rate)

Commercial rates for other organizations involving the Great Hall are:

Forestage	\$1.925 or 11% of gross ticket sales, net of C.I.F.
Main Stage	2.310 or 11% of gross ticket sales, net of C.I.F.

John A. Leuser
Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:dcv

Attachment

Schedule 1

HAMILTON PLACE THEATRE (H.P.T.)
ANALYSIS OF VARIABLE AND FIXED COSTS

	<u>1990 Budget</u>	<u>AS A % OF BUDGET ESTIMATES</u>
<u>TOTAL REVENUE</u>		
Revenue	\$1,854,876	100.0%
<u>LESS VARIABLE COSTS:</u>		
H.P.T. See attached detail \$1,353,900		73.0%
Box Office 130,484		7.0%
C.U.P. - Energy Bill 235,770		12.7%
	<u>1,720,154</u>	<u>92.7%</u>
Contribution Margin Earned		
Towards Fixed Costs 134,722	134,722	7.3%
<u>FIXED COSTS:</u>		<u>FIXED COSTS PER CALENDAR DAY</u>
H.P.T. See attached detail \$ 939,320		\$2,573
Corporate - Marketing and Sales 411,340		1,127
- C.E.O.'s office 63,837		175
- Board/Committees 58,047		159
- Finance and Administration 209,723		575
- Box Office 102,984		282
C.U.P. - Overhead 150,770		413
	<u>1,936,021</u>	<u>\$5,304</u>
Excess of Expenditures Over Revenue From Operations	<u>\$1,801,299</u>	<u>\$4,935</u>

Note: C.U.P. costs are reflected in the above analysis as follows:

Variable Costs - Energy Bill	\$235,770
Fixed Costs - Overhead	150,770
	<u>\$386,540</u>
	=====

The Corporate cost allocation is based on one third of total Corporate costs.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
HAMILTON PLACE

EXPENDITURES

Description	1990 Annual Budgeted Expenditures			Comments
	Annual 1990 Budget	Variable	Fixed	
82011 ADMINISTRATION				
51001 SALARIES-PERMANENT	\$229,650	-	\$229,650	Included in the fixed portion of the budget are the following full-time positions: Director Assistant Director Administrative Assistant Secretary Receptionist/Typist
51003 SALARIES-AGENCIES	1,250	1,250	-	
51202 LONG TERM DISABILITY	4,940	-	4,940	
51203 PENSIONS-OMERS	14,060	-	14,060	
51205 PENSIONS-CPP	2,760	-	2,760	
51209 UNEMPLOYMENT INSURANCE	4,290	-	4,290	
51210 EMPLOYER HEALTH TAX	4,500	-	4,500	
51213 BLUE CROSS	6,190	-	6,190	
51216 GROUP LIFE INSURANCE	2,890	-	2,890	
53202 PROPERTY TAX	7,700	-	7,700	
53405 COLLECTION AGENCY FEES	300	-	300	
53504 FIDELITY (D.D & D)	1,200	-	1,200	
53508 FIRE ON CIVIC BUILDINGS	36,500	-	36,500	
53513 ACCIDENT, DEATH & DISMEM.	250	-	250	
54112 PROV. FOR DOUBTFUL ACCTS.	2,400	2,400	0	
55201 TRAVELLING	5,000	-	5,000	
55202 RENTAL - CAR ALLOWANCE	5,930	-	5,930	
55204 TRAINING COURSES	900	-	900	
55206 ENTR., MEETINGS & RECP.	4,250	-	4,250	

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
HAMILTON PLACE

Description	1990 Annual Budgeted Expenditures			Comments
	Annual 1990 Budget	Variable Distributed Between	Fixed	
56001 OFFICE SUPPLIES	6,890	4,000	2,890	
56004 POSTAGE	10,000	10,000	0	
56006 SUBSCRIPTIONS & MEMBERSHIPS	3,100	-	3,100	
56149 OPER. PURCHASES/SERVICES	3,850	-	3,850	
56301 TELEPHONE	16,000	-	16,000	
56603 RENTAL - OFFICE EQUIPMENT	8,070	-	8,070	
57101 EQUIPMENT REPAIRS & MAINT.	580	-	580	
58001 OFFICE EQUIPMENT	2,850	-	2,850	
ACTIVITY TOTALS	\$386,300	\$17,650	\$368,650	
82021 MAINTENANCE				
51001 SALARIES-PERMANENT	\$66,700	\$-	\$66,700	Included in the fixed portion of the budget are the following full-time positions: Front of House/Operations Manager
51102 WAGES-TEMPORARY	18,540	18,540	-	
51202 LONG TERM DISABILITY	1,430	-	1,430	
51203 PENSIONS-EMERS	4,230	-	4,230	
51205 PENSIONS-CPP	910	200	710	
51209 UNEMPLOYMENT INSURANCE	1,420	300	1,120	
51210 EMPLOYER HEALTH TAX	1,660	360	1,300	
51213 BLUE CROSS	1,120	-	1,120	
51216 GROUP LIFE INSURANCE	980	-	980	
56101 CLEANING/WASHROOM SUP.	8,400	8,400	-	
56103 OPERATING SUPPLIES	630	500	130	
56149 OPER. PURCHASES/SERVICES	1,860	960	900	

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
HAMILTON PLACE

Description	1990 Annual Budgeted Expenditures			Comments
	Annual 1990 Budget	Variable	Fixed	
56303 WATER RATES & SEWER	5,700	5,700	-	
56319 GARBAGE DISPOSAL-TRICIL	2,670	2,670	-	
56331 WINDOW CLEANING	6,830	-	6,830	
56362 GENERAL CLEANING	68,250	60,000	8,250	
56398 CONTRACTUAL SERVICES-OTHER	17,850	-	17,850	
57116 CLOCK REPAIRS & MAIN	1,000	-	1,000	
57117 CUP EQUIPMENT-R&M	36,970	-	36,970	
57200 GROUNDS REPAIRS	4,200	-	4,200	
57301 BUILDING REPAIRS & MAIN	39,480	19,740	19,740	
57302 ELEVATOR/ESCALATOR-R&M	18,200	-	18,200	
57314 LIGHTING REPAIRS & MAIN	13,440	6,720	6,720	
58004 OFFICE FURNISHINGS	2,100	-	2,100	
ACTIVITY TOTALS	\$324,570	\$124,090	\$200,480	
82031 MEETING ROOMS				
51102 WAGES-TEMPORARY	\$2,000	\$2,000	\$	
51205 PENSIONS-CPP	40	40	-	
51209 UNEMPLOYMENT INSURANCE	50	50	-	
51210 EMPLOYER HEALTH TAX	40	40	-	
56103 OPERATING SUPPLIES	280	280	-	
56361 LAUNDRY SERVICES	320	320	-	
ACTIVITY TOTALS	\$2,730	\$2,730	\$	

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
HAMILTON PLACE

Description	1990 Annual Budgeted Expenditures			Comments
	Annual 1990 Budget	Variable	Fixed	

82032 FRONT OF HOUSE

51001 SALARIES-PERMANENT	\$27,330	\$	\$27,330	Included in the fixed portion of the budget are the following full-time positions: Head Usherette Supervisor Operations Assistant
51119 WAGES-USHERS/TICKET TAKERS	100,000	100,000	-	
51202 LONG TERM DISABILITY	340	-	340	
51203 PENSIONS-OMERS	840	-	840	
51205 PENSIONS-CPP	1,600	1,200	400	
51209 UNEMPLOYMENT INSURANCE	2,300	1,800	500	
51210 EMPLOYER HEALTH TAX	2,240	1,950	290	
51213 BLUE CROSS	600	-	600	
51216 GROUP LIFE INSURANCE	90	-	90	
56102 FIRST AID SUPPLIES	320	320	-	
56104 UNIFORMS, CLOTHING & ACC.	11,000	11,000	-	
56149 OPER. PURCHASES/SERVICES	2,700	2,700	-	
56361 LAUNDRY SERVICES	1,150	1,150	-	
ACTIVITY TOTALS	\$150,510	\$120,120	\$30,390	

82033 OPERATION - SPECIFIC SHOW
EXPENSES

51102 WAGES-TEMPORARY	\$300,540	\$300,540	\$	-
51106 WAGES-OVERTIME (PERMANENT)	105,500	105,500	-	-
51203 PENSIONS-OMERS	21,420	21,420	-	-

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
HAMILTON PLACE

Description	1990 Annual Budgeted Expenditures			Comments
	Annual 1990 Budget	Variable	Fixed	
51205 PENSIONS-CPP	6,270	6,270	-	
51209 UNEMPLOYMENT INSURANCE	8,970	8,970	-	
51210 EMPLOYER HEALTH TAX	7,920	7,920	-	
51213 BLUE CROSS	10,570	10,570	-	
51216 GROUP LIFE INSURANCE	4,090	4,090	-	
56149 OPER. PURCHASES/SERVICES	24,500	24,500	-	
56501 ADVERTISING AND PROMOTION	252,610	252,610	-	
56504 MUSICIANS	57,750	57,750	-	
ACTIVITY TOTALS	\$800,140	\$800,140	\$ -	
82034 STAGE PROPERTY				
51101 WAGES-PERMANENT	\$227,150	\$ -	\$227,150	Included in the fixed portion of the budget are the following full-time positions: Permanent Stagehand (5)
51102 WAGES-TEMPORARY	14,210	14,210	-	
51202 LONG TERM DISABILITY	4,860	-	4,860	
51203 PENSIONS-OMERS	13,710	-	13,710	
51205 PENSIONS-CPP	3,150	180	2,970	
51209 UNEMPLOYMENT INSURANCE	5,090	290	4,800	
51210 EMPLOYER HEALTH TAX	4,710	280	4,430	
51213 BLUE CROSS	5,970	-	5,970	
51216 GROUP LIFE INSURANCE	2,000	-	2,000	
56103 OPERATING SUPPLIES	1,580	1,000	580	

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
HAMILTON PLACE

Description	1990 Annual Budgeted Expenditures		
	Annual	Distributed Between	
	1990 Budget	Variable	Fixed
56105 SMALL TOOLS	840	630	210
56142 OPER SUPPLIES-SOUND	13,600	10,200	3,400
56143 OPER. SUPPLIES-CARPENTRY	2,850	2,140	710
56144 OPER SUPPLIES-STUDIO	7,020	5,260	1,760
56145 -OPER SUPPLIES-ELECTRICAL	19,760	14,820	4,940
57321 STAGE REPAIRS & MAIN	5,780	4,340	1,440
58008 OPER. EQUIPMENT-ELECTRIC	15,970	11,970	4,000
58009 OPER. EQUIPMENT-SOUND	15,650	11,740	3,910
58010 OPERATING EQUIPMENT - PROPS	3,680	2,760	920
ACTIVITY TOTALS	\$367,580	\$79,820	\$287,760

82037 SECURITY			
51101 WAGES-PERMANENT	\$0	-	-
51102 WAGES-TEMPORARY	61,630	16,000	45,630
51202 LONG TERM DISABILITY	490	-	490
51203 PENSIONS-OMERS	1,250	-	1,250
51205 PENSIONS-CPP	1,250	-	330
51209 UNEMPLOYMENT INSURANCE	1,700	-	450
51210 EMPLOYER HEALTH TAX	1,200	310	-
51213 BLUE CROSS	1,200	-	1,200
51216 GROUP LIFE INSURANCE	200	-	200

82037 SECURITY

51101 WAGES-PERMANENT	\$0	-	-
51102 WAGES-TEMPORARY	61,630	16,000	45,630
51202 LONG TERM DISABILITY	490	-	490
51203 PENSIONS-OMERS	1,250	-	1,250
51205 PENSIONS-CPP	1,250	330	920
51209 UNEMPLOYMENT INSURANCE	1,700	450	1,250
51210 EMPLOYER HEALTH TAX	1,200	310	890
51213 BLUE CROSS	1,200	-	1,200
51216 GROUP LIFE INSURANCE	200	-	200

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
HAMILTON PLACE

Description	1990 Annual Budgeted Expenditures			Comments
	Annual 1990 Budget	Distributed Between		
		Variable	Fixed	
56103 OPERATING SUPPLIES	150	40	110	
56361 LAUNDRY SERVICES	140	40	100	
ACTIVITY TOTALS	\$69,210	\$17,170	\$52,040	
82054 BEVERAGE AND CATERING SERVICE				
51102 WAGES-TEMPORARY	\$21,100	\$21,100	\$ -	
51205 PENSIONS-CPP	660	660	-	
51209 UNEMPLOYMENT INSURANCE	840	840	-	
51210 EMPLOYER HEALTH TAX	720	720	-	
55101 CASH OVER/SHORT	0	-	-	
56103 OPERATING SUPPLIES	9,980	9,980	-	
56104 UNIFORMS, CLOTHING & ACC.	1,100	1,100	-	
56149 OPER. PURCHASES/SERVICES	1,330	1,330	-	
56361 LAUNDRY SERVICES	260	260	-	
56402 CATERING PURCHASES	14,820	14,820	-	
56403 BEVERAGE COSTS	48,700	48,700	-	
57101 EQUIPMENT REPAIRS & MAIN.	1,890	1,890	-	
58005 OPERATING EQUIPMENT	1,680	1,680	-	
ACTIVITY TOTALS	\$103,080	\$103,080	\$ -	

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
HAMILTON PLACE

Description	1990 Annual Budgeted Expenditures Distributed Between				Comments
	Annual 1990 Budget	Variable	Fixed		
82063 SHOW PROMOTIONS					
56004 POSTAGE	\$24,200	\$24,200	\$	-	
56502 ADVERTISING HOUSE -- GENERAL	39,900	39,900		-	
56503 HOUSE PROGRAMMES	25,000	25,000		-	
ACTIVITY TOTALS	\$89,100	\$89,100	\$	-	
HAMILTON PLACE EXPENDITURES	\$2,293,220	\$1,353,900		\$939,320	

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Hamilton
Entertainment
and Conventions
Facilities Inc.

Schedule "D"

MEMO TO: HAMILTON PLACE TASK FORCE

FROM: Mr. John A. Lusk, P.E.
Executive Vice President
and General Manager

DATE: 10-12-89

SUBJECT: 1990 OPERATING BUDGET FOR HAMILTON PLACE THEATRE

RECOMMENDATION

The 1990 operating budget for the Hamilton Place Theatre is
submitted for consideration.

Hamilton Place Task Force

BACKGROUND

The 1990 operating budget for the Hamilton Place Theatre is
submitted for consideration.

The 1990 operating budget for the Hamilton Place Theatre is
submitted for consideration.

John A. Lusk
Mr. John A. Lusk, P.E.
Executive Vice President
and General Manager

10-12-89
Hamilton

10-12-89

Hamilton

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Subject: [Illegible]

Reference: [Illegible]



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR INFORMATION

MEMO TO: HAMILTON PLACE TASK FORCE

FROM: Mr. John A. Leuser, C.A.
Director of Finance
and Administration

DATE: July 31, 1990

SUBJECT: 1990 OPERATING BUDGET FOR HAMILTON PLACE THEATRE

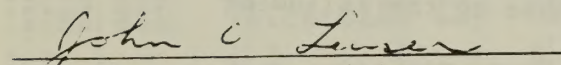
RECOMMENDATION

That the report on the 1990 Operating Budget for Hamilton Place theatre be reviewed for information.

BACKGROUND

The Hamilton Place Task Force at its meeting on July 24, 1990 requested a copy of the 1990 Operating Budget for Hamilton Place Theatre.

Attached is a copy of the requested information.



Mr. John A. Leuser, C.A.
Director of Finance
and Administration

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Attachment

**HAMILTON PLACE THEATRE
1990 OPERATING BUDGET REVIEW**

	<u>BUDGET ESTIMATES</u>		<u>Increase (Decrease) Over 1989 Estimates</u>	
	<u>1989</u>	<u>1990</u>	<u>Amount</u>	<u>Percentage</u>
Revenue	\$1,382,380	\$1,618,910	\$236,530	17.1%
Expenditures	2,038,490	2,293,220	254,730	12.5%
Funding Requirement from the City of Hamilton, <u>exclusive</u> of the cost of services provided by the Corporate Department of HECFI and the Central Utilities Plant	\$ 656,110	\$ 674,310	\$ 18,200	2.8%

Note: The Corporate Division is primarily a cost centre that provides the facility with financial, administrative, box office and marketing/sales support and services. The expenditures total above of \$2,293,220 for 1990 does not reflect a chargeback either from the Corporate Department for these services or from the Central Utilities Plant for energy costs. If costs related to these two departments were charged back, then Hamilton Place's funding requirement would increase by the following:

Corporate Department (net)	\$ 740,449
Central Utilities Plant	386,540
	\$1,126,989
	=====

If these chargebacks were made in 1990, the funding requirement for 1990 for Hamilton Place Theatre would increase from \$674,310 to \$1,126,989.

COMPANY H. C. C. F. 1.
DEPARTMENT HAMILTON PLACE THEATRE

1993 BUDGET WORKSHEET - FORM NO. 1
REVENUE ESTIMATES

PAGE 1
BUDGET 1990
02/09/90

ACCOUNT (1)	DESCRIPTION (2)	1989 ACTUAL (3)	1989 ESTIMATE (4)	ADJUSTMENT TO 1989 ESTIMATE INCREASE+ DECREASE- (5)	INFLATION ADJUSTMENT (6)	1990 ORIGINAL ESTIMATE (7)	COUNCIL/ COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (8)	1990 REVISOR ADJUSTMENT INCREASE+ DECREASE- (9)	AMOUNT (10)	PERCENT (11)
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** CENTER 82012 RENTALS & LICENCE FEES										
4410	GREAT HALL-HAMILTON PLACE	93,500	295,000	13,100	15,400	323,500		323,500	24,500	9.7
4411	STUDIO THEATRE-HAM. PLACE	60,000	64,000		3,200	67,200		67,200	3,200	5.0
	TOTALS	33,500	359,000	13,100	18,600	390,700		390,700	31,700	8.0

** CENTER 82015 OTHER RENTALS										
44201	MEETING ROOMS-HAM. PLACE	5,600	4,900		250	5,150		5,150	250	5.1
44202	HAMILTON PHILHARMONIC	40,790	20,790		1,040	21,830		21,830	1,040	2.5
44203	HEFT MARKETING & SALES	11,660	11,660							
44204	HAM. & KEENE ACTS COUNCIL	7,900	7,900		400	8,300		8,300	400	5.1
44205	UPPER HAMILTON	9,560	9,560		480	10,040		10,040	480	5.0
44206	BACH ELGAR CHORUS	4,930	4,930		250	5,180		5,180	250	5.1
44207	GERITUL FOLIES	3,100	3,100		150	3,250		3,250	150	4.8
44210	RENTAL-COUNCIL/STAGE		1,520						1,520	100.0
44219	COMPUTER SIGN	6,900	6,900		340	7,240		7,240	340	4.9
44255	PLANO	1,050	1,050			1,100		1,100	50	4.8
	TOTALS	71,490	72,360	13,230	2,960	62,090		62,090	10,270	16.2

** CENTER 82017 REVENUE										
4800	STAGE HANDS SERVICES	600,000	444,820	100,000	27,240	572,060		572,060	127,240	20.6
48009	ADVERTISING	300,000	160,580	60,000	12,030	252,610		252,610	72,030	20.6
48010	MONTHLY CALENDAR	12,000	10,450	1,550	600	12,600		12,600	2,150	17.9
48011	HOUSE-PHILHARMONIC	22,000	21,350						650	2.9
48015	MUSICIANS	68,000	42,010	12,990	2,750	57,750		57,750	15,740	23.0
48016	OTHER SERVICES & COSTS	45,000	31,350	8,650	1,130	23,830		23,830	7,220	30.0
	TOTALS	1,004,000	740,560	134,540	43,750	918,850		918,850	178,290	19.4

** CENTER 82019 OTHER REVENUE										
48102	COMMISSION-SOUVENIR, ETC.	8,000	5,960	2,040	400	8,400		8,400	2,440	29.0

COMPANY H. E. C. F. I.

DEPARTMENT HAMILTON PLACE THEATRE

1990 BUDGET WORKSHEET - FORM NO. 1
REVENUE ESTIMATES

PAGE 2
BUDGET 90
02/09/90

ACCOUNT (1)	DESCRIPTION (2)	1989 ACTUAL (3)	1989 ESTIMATE (4)	ADJUSTMENT TO 1989 ESTIMATE INCREASE + DECREASE - (5)	INFLA- TIONARY COST (6)	1990 ORIGINAL ESTIMATE (7) (3+5+6)	COMMITTEE ADJUSTMENT INCREASE + DECREASE - (8)	1990 RESULTANT APPROPRIA- TION (9) (7+8)	INCREASE + DECREASE - OVER 1989 ESTIMATE (10) (9-3)	PERCENT CHANGE (11) (10/3)
40103	BELL CANADA COMMISSION	280	840	560-	10	290		290	50-65.5	
40104	ADMINISTRATION FEES		110	110-					110-100.0	
40105	COAT CHECK	13,500	8,620	3,910	1,320	13,900		13,900	5,230	40.1
40106	ADVERTISING-RATE DISC.	18,390	18,390	110	930	19,430		19,430	1,040	5.7
40107	MAILING LIST	29,000	31,490	2,490-	1,450	30,450		30,450	1,450-	3.3
40110	MISCELLANEOUS	2,100							1,040-	3.3
	TOTALS	71,270	65,460	2,900	4,110	72,470		72,470	7,010	10.7
CENTRE 02019										
00 CENTER 02050	FOOD & BEVERAGE									
44301	FOOD/CATERING SALES	19,500	12,540	3,500	800	16,840		16,840	4,000	34.3
44303	LIQUOR	56,000	46,000	5,000	4,100	55,100		55,100	9,100	19.8
44304	BEER	38,000	31,000	2,500	3,150	38,650		38,650	2,650	7.0
44305	WINE	22,000	18,000	2,250	4,000	24,250		24,250	6,250	28.4
44306	SOFT DRINKS-BAR & PUNCH	39,000	35,460	2,600	1,900	39,960		39,960	4,500	12.1
	TOTALS	124,500	145,000	15,050	13,950	124,800		124,800	29,000	20.4
CENTRE 02050										
DEPARTMENT TOTALS		1,329,360	1,382,380	153,160	83,370	1,618,910		1,618,910	236,530	17.1

COMPANY H. E. C. F. I.

DEPARTMENT HAMILTON PLANT THEATRE

1990 BUDGET WORKSHEET - FORM NO. 1
EXPENDITURE ESTIMATES

PAGE 3
BUDGET 1990
02/09/90

ACCOUNT (1)	DESCRIPTION (2)	1989 ACTUAL (3)	1989 ESTIMATE (4)	ADJUSTMENT TO 1989 ESTIMATE INCREASE+ DECREASE- (5)	INFLA- TIONARY COST (6)	1990 ORIGINAL ESTIMATE (4)+(7)	COUNCIL/ COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (8)	1990 RESULTANT APPROPRIA- TION (4)+(8)	INCREASE + DECREASE - ESTIMATE (9)-(10)	PERCENT CHANGE (10)/(9)
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** CENTER 02011 ADMINISTRATION

51000	SALARIES & WAGES	240,120	238,920	20,130-	10,860	229,650		229,650	9,270-	3.9%
51003	SALARIES-AGENCIES		1,200		50	1,250		1,250	50	4.2%
51200	EMPLOYEE BENEFITS	34,000	38,940	3,870-	4,560	39,630		39,630	600	1.8%
51224	MEMBERSHIPS									
53202	PROPERTY TAX	7,100	7,100			7,700		7,700	600	8.5%
53403	FIDELITY (D & U)	300	300			300		300		
53504	FIDELITY (D & U)	1,200	300	1,200		1,200		1,200		
53508	FIRE ON CIVIC BUILDINGS	38,000	46,000	2,500-		38,500		38,500	7,500-	17.0%
53512	DIR. & OFFICERS LIABILITY	650	500	250		250		250	250	100.0%
53513	ACCIDENT. DEATH & DISMEM.	500	500	500-		5,000		5,000	1,000-	16.7%
53807	MEETINGS-H.P.T. COMMITTEE	2,400	2,400			2,400		2,400		
54112	TRAVELING	6,000	6,000			4,250		4,250	1,750-	29.2%
55201	TRAINING COURSE	6,000	6,000	2,000-		4,000		4,000	2,000-	33.3%
55206	ENTER. MEETINGS & RECEPTION	4,000	6,000	2,000		6,890		6,890	2,890	42.3%
56004	POSTAGE	1,500	1,500	1,830-		3,100		3,100	1,600-	51.4%
56006	SUBSCRIPTIONS/MEMBERSHIP	3,800	3,800	870-		3,850		3,850	50	1.3%
56149	OPER. PURCHASES/SERVICES	3,660	4,460	800-		8,070		8,070	4,410	54.9%
56301	TELEPHONE	16,500	16,500	3,240		5,930		5,930	10,570-	178.1%
56610	RENT-OFFICE EQUIPMENT	5,400	5,650	4,440		280		280	5,120-	180.0%
56610	RENT-CAR POOL	550	550			300-		300-		
57101	EQUIPMENT REPAIRS & MAINT	550	550			140		140	410-	74.5%
58001	OFFICE EQUIPMENT	1,500	3,010	300-		2,850		2,850	160-	5.3%
CENTRE 02011 TOTALS		388,430	402,670	35,650-	19,280	386,300		386,300	16,370-	4.1%

** CENTER 02021 MAINTENANCE

51000	SALARIES & WAGES	73,045	72,070	7,480		5,690		85,240	13,170	18.3%
51200	EMPLOYEE BENEFITS	8,000	10,220	2,220		1,480		11,750	1,480	12.6%
56101	CLEANING/WASHROOM SUP.	600	7,480	6,880		400		8,400	920	10.9%
56103	OPERATING SUPPLIES		630	520		30		630		

COMPANY H. E. C. F. I.

DEPARTMENT HAMILTON PLACE LIBRAIRE

1990 BUDGET WORKSHEET - FORM NO. 1
EXPENDITURE ESTIMATES

PAGE 4
BUDGET 1990
02/09/90

ACCOUNT (1)	DESCRIPTION (2)	1989 ACTUAL (3)	1989 ESTIMATE (4)	ADJUSTMENT TO 1989 ESTIMATE INCREASE+ DECREASE- (5)	INFLA- TIONARY COST (6)	1990 ORIGINAL ESTIMATE (7)	COUNCIL/ COMMITTEE ADJUSTMENT INCREASE+ DECREASE- (8)	1990 RESULTANT APPROPRIA- TION (9)	AMOUNT (10)	PERCENT ESTIMATE (11)
56149	UPPER PURCHASES/SERVICES	1,770	820	950	90	1,860		1,860	1,040	126.8
56303	WATER RATES & SEWER	5,430	5,130	300	270	5,700		5,700	570	11.1
56310	CARAVANS & DISPOSAL-TACTIL	2,550	1,700	850	120	2,670		2,670	920	52.2
56331	WINDMILL CLEANING	6,500	7,520	1,020	330	6,830		6,830	690	9.9
56398	CONTRACTUAL-OTHER	65,000	57,500	7,500	850	68,250		68,250	10,750	18.9
57116	CLOCK REPAIRS & MAINT.	17,000	15,000	2,000	40	17,850		17,850	2,850	19.0
57117	CUP EQUIPMENT-KLM	35,220	34,570	650	2,400	36,970		36,970	3,970	11.1
57200	GROUNDWORKS REPAIRS & MAINT.	4,000	4,000		200	4,200		4,200	420	10.5
57301	BUILDING REPAIR & MAINT.	22,500	37,600	15,100	1,880	39,480		39,480	3,948	10.0
57302	ELEVATOR/ESCALATOR-KLM	17,330	17,660	330	870	18,200		18,200	1,820	10.5
57314	LIGHTING REPAIRS	12,800	12,660	140	640	13,440		13,440	1,344	10.5
58004	OFFICE FURNISHINGS		3,180	3,180	100	2,100		2,100	210	5.0
CENTRE 82021	TOTALS	281,065	288,890	17,825	18,640	324,570		324,570	35,680	12.4
51000	SALARIES & WAGES	1,420	2,000	1,600	180	2,000		2,000	2,000	130
51200	EMPLOYEE BENEFITS	120	280	160	10	130		130	130	9.2
56103	OPERATING SUPPLIES	100	320	220	20	280		280	280	20.0
56361	LAUNDRY SERVICES	300	320	20	20	320		320	320	10.7
CENTRE 82031	TOTALS	2,340	2,600	260	230	2,730		2,730	2,730	117.6
51000	SALARIES & WAGES	10,639	15,880	9,760	1,690	27,330		27,330	11,450	72.2
51100	WAGES-OTHERS/TICKET	110,000	90,000	20,000	10,000	100,000		100,000	10,000	11.0
51200	EMPLOYEE BENEFITS	3,900	7,020	3,120	20	8,010		8,010	8,010	20.5
56102	FIRST AID SUPPLIES	300	320	20	20	320		320	320	10.7
56103	OPERATING SUPPLIES & ACC.	1,800	1,800		510	11,000		11,000	1,540	13.2
56104	UNIFORMS, CLOTHING & ACC.	1,400	1,160	240	120	2,200		2,200	1,000	45.5
56149	UPPER PURCHASES/SERVICES	1,100	1,250	150	50	1,150		1,150	1,150	10.5
56361	LAUNDRY SERVICES				13,360	150,510		150,510	33,060	28.6
CENTRE 82032	TOTALS	129,339	117,430	19,700	13,360	150,510		150,510	33,060	28.6

COMPANY H. E. C. F. I.
DEPARTMENT HAMILTON PLACE THEATRE

1990 BUDGET WORKSHEET - FORM NO. 1
EXPENDITURE ESTIMATES

PAGE 5
BUDGET 90
02/09/90

ACCOUNT (1)	DESCRIPTION (2)	1989 ACTUAL (3)	1989 ESTIMATE (4)	ADJUSTMENT ESTIMATE INCREASE+ DECREASE- (5)	INFLA- TIONARY COST (6)	1990 ORIGINAL ESTIMATE (7)	COMPARABLE ADJUSTMENT INCREASE+ DECREASE- (8)	1990 RESULTANT APPROPRIA- TION (9)	AMOUNT (10)	PERCENT OVER 1989 ESTIMATE (11)
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** CENTER	82033	OPERATION - SPECIFIC SHOW EXPENSES								
51000	SALARIES & WAGES	411,000	312,330	74,370	19,340	406,040		406,040	91,710	30.0
51200	EMPLOYEE BENEFITS	54,000	47,000	7,380	4,860	59,240		59,240	12,240	26.0
56149	OPER. PURCHASES/ SERVICES	40,000	27,260	3,760	1,000	24,500		24,500	2,760	10.1
56501	ADVERTISING & PROMOTION	300,000	180,580	60,000	12,030	234,910		234,910	15,910	37.5
56504	MUSICIANS	68,000	42,010	12,990	2,750	57,750		57,750	15,750	37.5
	TOTALS	873,000	609,180	150,980	39,980	800,140		800,140	190,960	31.3
CENTRE	82033	TOTALS								

** CENTER	82034	STAGE PROPERTY								
51000	SALARIES & WAGES	230,000	228,800		12,560	241,360		241,360	12,560	5.5
51200	EMPLOYEE BENEFITS	32,000	36,690		2,800	39,490		39,490	7,490	23.4
56103	OPERATING SUPPLIES	1,500	1,500		80	1,580		1,580	80	5.3
56105	SMALL TOOLS	1,100	690		40	840		840	150	21.1
56142	OPER. SUPPLIES-SOUND	11,050	11,050		650	13,600		13,600	2,550	23.1
56143	OPER. SUPPLIES-CARPENTRY	2,000	2,720		130	2,850		2,850	850	42.5
56144	OPER. SUPPLIES-STUDIO	6,690	5,640		330	7,020		7,020	300	4.5
56145	OPER. SUPPLIES-ELECTRIC	19,000	19,000		700	19,760		19,760	760	4.0
57321	STAGE REPAIRS	5,500	5,820		280	6,100		6,100	600	10.0
58008	OPER. EQUIPMENT-ELECTRIC	15,210	14,790		760	15,970		15,970	760	5.0
58009	OPER. EQUIPMENT-SOUND	9,000	13,000		750	15,650		15,650	6,650	73.9
58010	OPER. EQUIPMENT-PROPS	3,220	3,220		180	3,680		3,680	460	14.3
	TOTALS	342,270	342,970		19,320	367,580		367,580	24,610	7.2
CENTRE	82034	TOTALS								

** CENTER	82037	SECURITY								
51000	SALARIES & WAGES	53,880	54,500		1,330	61,630		61,630	7,130	13.1
51200	EMPLOYEE BENEFITS	3,000	6,300		300	7,290		7,290	1,290	23.1
56103	OPERATING SUPPLIES	140	140		10	150		150	10	7.1
56301	LAUNDRY SERVICES	130	130		10	140		140	10	7.7
	TOTALS	59,150	61,070		1,630	69,210		69,210	8,140	13.8
CENTRE	82037	TOTALS								

COMPANY H. E. C. F. I.

DEPARTMENT JAMILIUM PLACE THEATRE

1990 BUDGET WORKSHEET - FORM NO. 1
EXPENDITURE ESTIMATES

PAGE 6
BUDGET 1990
02/09/90

ACCOUNT (1)	DESCRIPTION (2)	1989 ACTUAL (3)	1989 ESTIMATE (4)	ADJUSTMENT TO 1989 ESTIMATE INCREASE + DECREASE - (5)	INFLA- TIONARY LOSS (6)	1990 ORIGINAL ESTIMATE (4+5+6) (7)	CUMULATIVE ADJUSTMENT INCREASE + DECREASE - (8)	1990 RESCUANT APPROPRIA TION (7+8) (9)	INCREASE + DECREASE - ESTIMATE (9-7) (10)	PERCENT (10/7) (11)
----------------	--------------------	-----------------------	-------------------------	--	----------------------------------	--	---	---	---	---------------------------

** CENTER 82054 DEVERAGE AND CATERING SERVICE

51000	SALARIES & WAGES	20,000	20,000	900-	2,000	21,100		21,100	1,100	5.2%
51200	EMPLOYEE BENEFITS	1,000	900	1,320		2,220		2,220	1,320	146.3%
56103	OPERATING SUPPLIES	9,500	7,320	2,180	480	9,980		9,980	2,680	36.3%
56106	UTILITIES & ACC.		1,050		50	1,100		1,100	50	4.5%
56149	OPER. PURCHASES/SERVICES	1,270	1,270		10	1,330		1,330	60	4.5%
56361	LAUNDRY	250	360	110-	710	1,020		1,020	770	75.5%
56402	CATERING	17,700	11,400	2,710	360	14,890		14,890	3,490	23.4%
57101	EQUIPMENT	4,500	4,440	360	90	4,890		4,890	390	8.0%
57101	EQUIPMENT REPAIRS & MAINT	1,800	1,380	220	80	1,680		1,680	80	4.8%
58005	OPERATING EQUIPMENT	2,059								
	TOTALS	100,029	91,680	5,780	5,820	103,080		103,080	11,600	12.2%

** CENTER 82063 SHOW PROMOTIONS

56004	POSTAGE	21,500	21,500	2,000	700	24,200		24,200	2,700	12.6%
56502	ADVERTISING HOUSE-GENERAL	31,000	38,000		1,900	39,900		39,900	1,900	5.0%
56503	HOUSE PROGRAMS	72,000	62,700	38,890-	1,190	25,000		25,000	37,700	60.1%
	TOTALS	133,500	122,200	36,890-	3,790	89,100		89,100	33,100	27.1%

DEPARTMENT TOTALS

		2,309,173	2,038,490	127,780	126,950	2,293,220		2,293,220	254,730	12.4%
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Hamilton
Entertainment
and Conventions
Facilities Inc.

Schedule "E"

Page 1 of 1
10/1/1993
10/1/1993

FOR INFORMATION

MEMO TO HAMILTON PLACE TASK FORCE

FROM: MR. JOHN A. LAMONT, C.A.
DIRECTOR OF FINANCE
AND ADMINISTRATION

DATE: JULY 31, 1993

SUBJECT: FINANCIAL INFORMATION FOR THE PERIOD OF 1983 - 1993

RECOMMENDATION

That the report on financial information for the period of 1983 to 1993 be
prepared and information

Hamilton Place Task Force

BACKGROUND

**SUBJECT: Financial Results Summary
for
Hamilton Place Theatre
since 1983**

The Hamilton Place Task Force was established in 1983 to study and
evaluate financial information for the Hamilton Place Theatre.

The information contained in this financial summary since 1983 is the result of
Hamilton Place Theatre.

John A. Lamont, C.A.
MR. JOHN A. LAMONT, C.A.
DIRECTOR OF FINANCE
AND ADMINISTRATION

cc: [illegible]

cc: [illegible]

THE JOURNAL OF THE
ROYAL ANTHROPOLOGICAL INSTITUTE
OF GREAT BRITAIN AND IRELAND
VOLUME 100
PART 1
1970



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR INFORMATION

MEMO TO: HAMILTON PLACE TASK FORCE

FROM: Mr. John A. Leuser, C.A.
Director of Finance
and Administration

DATE: July 31, 1990

SUBJECT: FINANCE INFORMATION FOR THE PERIOD OF 1983 - 1989

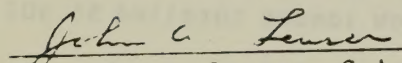
RECOMMENDATION

That the report on financial information for the period of 1983 to 1989 be received for information.

BACKGROUND

The Hamilton Place Task Force at its meeting on July 24, 1990 requested historical financial information on the operation of Hamilton Place Theatre.

On Schedule 1 (attached) is a financial summary since 1983 of the operation of Hamilton Place Theatre.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:dcr

Attachment

Schedule 1

HAMILTON PLACE THEATRE

<u>Year</u>	<u>Total Revenue</u>	<u>Total Expenditures</u>	<u>Municipal Funding Requirement</u>
1983	\$ 588,391 (1)	\$1,429,547 (1)	\$ 841,156
1984	726,522 (1)	1,396,550 (1)	670,028
1985	928,124 (1)	1,463,983 (1)	535,859
1986	1,791,432	2,678,178	886,746
1987	1,911,960	2,852,956	940,996
1988	1,625,500	2,565,012	939,512
1989	1,689,367	3,126,279	1,436,912 (2)

(1) In the years 1983 - 1985, the following were recorded net of expenses:

- Bar operations
- Event charges (i.e. advertising, IASTSE and miscellaneous direct show costs) recovered from clients

This past accounting practice serves to significantly reduce both revenues and expenditures in the years in question.

(2) The funding requirement increased by \$497,400 from 1988 to 1989 due primarily to an increase in net show losses incurred in respect of events promoted or co-promoted by Hamilton Place. Net show losses totalled \$5,405 in 1988, while in 1989 they totalled \$444,571.

Note: Interest and other debenture costs, as well as energy costs, are absorbed by the City of Hamilton and are not reflected in these numbers.

Schedule "F"

Hamilton Place Task Force

Subject: City of Hamilton Summary of Public Subscriptions

1941-1942

1941-1942

1941	1942	1943	1944	1945	1946	1947	1948	1949	1950
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100
100	100	100	100	100	100	100	100	100	100

1941-1942

1941-1942

CITY OF HAMILTON
 HAMILTON COMMUNITY FOUNDATION
7.3.2 SUBSCRIPTIONS

PAGE SEVEN: PERSONAL

357,500.00

CORPORATIONS

PHASE I

97-630.75

PHASE II

215-500

NATIONAL

216,000.00 212,100.75

BUSINESS

AGENCY

136500

CONSTRUCTION

26,225.00

ENTERTAINMENT

72,551.80

FINANCE

25337.00

FOOD

140000

PRINTING

406600

RETAIL AND WHOLESALE

22390.00

SPECIAL SERVICES

3427.50

TRANSPORTATION

414500 117107.30

PERSONAL GIFTS

SPECIAL

5056.15

ARTISTS

351500

ARCHITECTS

540000

DENTISTS

1122500

DOCTORS

2135500

ENGINEERS

599500

EXECUTIVES

65000

LAWYERS

793000

OPTOMETRISTS

31000

OUTLET/AT/IS

5000

INTERNATIONALS

113000 903,615

EMPLOYEES

INDUSTRIAL

305433.5

BUSINESS AND PROFESSIONAL

410421

UNIONS

173-00

MUNICIPAL

2247360

EDUCATIONAL

48750

TRANSPORTATION

3500

FOUNDATION

710,167 418,584.13

CLUBS AND ORGANIZATIONS

307,795.2

FOUNDATIONS

1150000 23,057.10

CITY OF HAMILTON
TREASURY
HAMILTON THEATRE AUDITORIUM FOUNDATION
PUBLIC SUBSCRIPTION

DESCRIPTION	APPORTIONMENT'S PAID - TOTAL		CONTRIBUTORS
	AS CALCULATED (7)	DISTRIBUTED BASED ON APPORTIONMENT IN COLUMN (3) (7)	
PACE SETTING PERSONAL	35765000		35765000
CORPORATIONS	129211075	33407048	162618123
BUSINESS	11710730	3056031	14766761
PERSONAL	9681615	2512712	12194327
EMPLOYEES	41858413	10901222	52759635
CLUBS AND ORGANIZATIONS	3598953	952277	4551230
FOUNDATIONS	1150000	309362	1459362
	<u>231975786</u>	<u>5113852</u>	<u>237089638</u>

NOTE: WHILE DONATIONS WERE PLEDGED AS
EARLY AS OCTOBER 1966, THE MAJORITY
OF CASH WAS RECEIVED BETWEEN
JAN 1968 AND DECEMBER 1976

FEB 17/81
W.G.G.

CITY OF HAMILTON
TREASURY
HAMILTON THEATRE AUDITORIUM FOUNDATION
PUBLIC SUBSCRIPTIONS.

DESCRIPTION	AMOUNT PAID AS RECEIVED (2)	PAID IN CASH (1)	TOTAL CONTRIBUTION
PAGE SETTING PERSONAL	357650.00		
CORPORATIONS	1616181.23		
BUSINESS	14766761		
PERSONAL	12194327		
EMPLOYEE	52759635		
CLUBS AND ORGANIZATIONS	4551230		
FOUNDATIONS	1459362		
TOTAL PUBLIC SUBSCRIPTIONS TO DECEMBER 1980			<u>283114438</u>

NOTE: APPROXIMATE TOTAL
REVENUE RECEIVED BETWEEN OCTOBER 1967
AND DECEMBER 1976

FEB 17/81

WGS

Hamilton Place Task Force - 1980/81

1. Municipality owned theatre/cultural facilities

1. Centre Le Théâtre, Litchfield, Ontario

mandate: to provide an accessible venue for theatrical and non-theatrical productions/exhibitions.

Principal office: Litchfield/Winchester Regional Council

Two stage areas

Litchfield-Windsor Regional Council

Office of Education

Hamilton Place Task Force

Subject: Statistical Information - "Arts and the Cities"

The "Arts and the Cities" is a national survey

administered by the

Office of the Mayor of the City of Hamilton

Operating budget 1980/81: \$100,000

Municipal subsidy: \$50,000

Facility openings (1981): 120 weeks
120 performances
120 days of operation

2. County Auditorium/Theatre, Windsor, Ontario

mandate: to provide an accessible venue for theatrical and non-theatrical productions/exhibitions.

to provide reception and parking facilities for patrons.

Principal office: Windsor Regional Council

Windsor Light Opera

Windsor Film Society

Commercial productions

Page 12

Section 1000-1000

Section 1000-1000 - 1000 and 1000

Hamilton Place Task Force - RESEARCH

RE: Municipally funded theatre/cultural facilities

1. Centre in the Square, Kitchener, Ontario

Mandate: to provide an accessible venue for commercial and non-profit productions/programmes.

Principal users: Kitchener-Waterloo Symphony Orchestra

Two large choirs

Kitchener-Waterloo Musical Productions

Boards of Education

Commercial promoters

Facility: Main Hall, 2016 seats

The "Studio", a rehearsal space

Administrative offices

Office space rented to K-W Symphony

Operating Budget 1989 (approx.): 4,000,000

Municipal subsidy: 920,000

Facility Bookings (1989): 149 events
183 performances
125 dark nights

2. Cleary Auditorium/Theatre, Windsor, Ontario

Mandate: to provide an accessible venue for commercial and non-profit productions/programmes;
to provide reception and meeting facilities for conventions.

Principal users: Windsor Symphony Orchestra

Windsor Light Opera

Kiwanis film series

Commercial promoters

Principal users CONT'D.:

the corporate sector

Facility: Theatre, 1300 seats

Operating Budget 1989 (approx.): 500,000

Municipal subsidy: 160,000

Facility Bookings: 50% of potential (20% commercial, 30% community use)

3. Meadowvale Theatre, Mississauga, Ontario

Mandate: Community and commercial use

Operating Budget: No figures available for this report, however the budget is structured so that rentals pay for utilities, heat, etc.; municipal subsidies cover salaries; programmes break even.

1990 ARTS EXPENDITURES City of Hamilton (DOES NOT INCLUDE MUNICIPAL CONTRIBUTIONS TO REGION)

	A Actual	B Estimated I	C Estimated II
General Grants Budget	233,870		
Special Grant (Hamilton & Region Arts Council)	25,000		
Culture & Recreation Budget		40,000	40,000
Loan (Theatre Terra Nova)	225,000		
Hamilton Place - deficit subsidy		674,310	1,800,000
TOTAL (A+B)	1,198,180	(per capita: 3.89)	
TOTAL (A+C)	2,323,870	(per capita: 7.55)	

COMPARATIVE STATISTICS

1988

LAVAL, QUEBEC

Pop. : 300,000

Total du soutien aux arts pour Ville de Laval (1988)

Total Operating Grants	\$ 447000
Total Facilities Support Grants	\$ 148800
Property Tax Remissions	\$ 0
Amusement Tax Remissions	\$ 37000
Rental Grants or Forgivenesses	\$1589600
City Reduced Rental	\$ 622000
Drama -City Program Costs	\$ 0
Dance -City Program Costs	\$ 0
Galleries -City Program Costs	\$ 0
Music Halls -City program Costs	\$ 0
Film Units -City program Costs	\$ 0
Sup. Prog. -City program Costs	\$ 78000
Free Prog. -City program Costs	\$ 145000
Centers -City program Costs	\$ 0
Other -City program Costs	\$ 48000
Annual Debt Services	\$ 0
City Commissioned Art	\$ 0
Munic. Arts Council Costs	\$ 654000
Special Grants	\$ 76500
Other Support	\$ 0
Total Arts Support	\$3855800
Population	300000
Per Capita	\$ 12.85



FROM PLANNING TO PRACTICE

PROJECT REPORT: PHASE TWO

A U G . 1 9 8 8



CORPORATION OF THE CITY OF HAMILTON
DEPARTMENT OF **CULTURE
& RECREATION**
OFFICES LOCATED AT CITY HALL 526-2750

TO BORROW: PLEASE USE SIGN OUT SHEET ATTACHED TO
BACK COVER OF THIS PUBLICATION.

- TSO = Toronto Symphony Orchestra
- (C) Metro Revenue in tables means revenue from a
Regional Municipality
- (D) Prov Dir = Provincial Direct
- DOC = Department of Communications
(Communications Canada)
- (E) Toronto Data shows predictions to 1999.

Please note: Toronto Regression/Prediction
Although 1981-1987 tabulations reflect actual results,
remaining figures are computer-generated predictions
charting trends. They are not meant to represent exact
predictions of future revenue parameters. They are
meant to represent development of general relational
patterns.

Similar tables will be prepared for each city submitting
the data necessary.

4.4.2 Incompleteness Qualification

Because we are still in the process of inputting previously
omitted information, we assume these records are about 80%
complete.

4.4.3 Some Strategic Deductions Possible From Data

Despite incompleteness, these data indicate:

1. Marketing expenditure is pathetically low - less
than 10% of total revenues.
2. Total 1987 arts and culture economic activity as
measured by revenues is:

For Montreal	80 Million
For Toronto	185 Million
For 12 cities (all)	141 Million
Bonus of 20% re "All" Cities (to compensate for missing data)	28 Million
Total Activity	414 Million

3. National economic impact of the above activity,
calculated by Communications Canada formula of 14
Cities reporting the parameters of their non-
profit arts and culture communities:
Multiplier $4.4 \times 41M = 1.822$ Billion
4. Local impact - by San Francisco Method:
1.126 Billion
5. Impact to nearby catchment areas:
.696 Billion
6. With these data we can calculate:
 - (a) overall income taxes paid
on impact activity - 300 Million
 - (b) overall sales taxes paid
on impact activity - 100 Million
 - Total 400 Million

(Note: These calculations can also be made on city-by-city basis, and would total to the same amounts.)

We can compare Federal and Provincial taxes generated with Federal and Provincial operating subsidy received by groups reporting to this study:

From Canada Council	\$42 Million
From Communications Canada and other direct Federal sources	\$32 Million
From Provincial sources	<u>\$67 Million</u>
Total Subsidy	\$141 Million

Thus, it would appear that in 1987, senior governments provided \$141-million in subsidy in order to stimulate artistic activity in 14 Cities, and received \$400-million in taxes generated by that activity. *

Such figures provide a basis for examination of existing cost-sharing arrangements, especially when we recall

that we are discussing the catalytic economic impact in only 14 cities - not all of Canada.

Obviously, the senior governments ought to further maximize their profits by investing far more heavily in a basically impoverished industry which still manages to deliver enormous dividends, amounting to three times investment!

4.4.4 A Word of Thanks

Those of us working on the Database find the job fascinating and thank the participating cities for making our discoveries possible. Cities which have not yet sent in requested data should contact our offices so that we may arrange inclusion.

Thank you.

Anne Bermonte
Gilbert Bouchard
Betty-Anne Coulter
Tom Hendry
Jennifer Hosein
Boyd Hussey

Beth Johnson
Frances Kushner
Tanis MacDonald
Frank Madden
Ruth Pindilli
Marie-Hélène Sinquin

and especially

Barry Bradbury - Conceptual Coordinator

SUMMARY OF ORGANIZATION FINANCIAL DATA

CITY: ALL
YEAR: 1987

CITY	ADMISSIONS	DONATIONS	OTHER INCOME	CITY REVENUE	METRO REVENUE	PROVINCIAL IND.	CANADA COUNCIL	DOC	PROVINCIAL DIRECT	OTHER GOV'T	TOTAL REVENUE
Edmonton	6,927,584	2,897,034	3,239,245	1,232,949	16,100	916,831	1,425,312	59,598	2,983,331	1,256,392	20,854,365
Halifax	1,234,381	457,713	597,685	57,466	0	0	337,500	0	1,904,003	93,509	3,722,257
Kingston	385,063	733,062	82,739	93,437	2,300	182,072	163,580	0	26,740	32,400	1,791,392
Laval	31,298	27,289	3,968	34,500	0	0	0	0	14,000	1,500	117,555
London	2,290,996	707,742	918,970	228,768	5,000	550,469	448,331	0	41,950	60,000	5,252,428
Montreal	26,565,823	6,204,915	9,855,274	0	2,460,040	0	11,394,063	4,605,937	18,182,190	0	78,268,242
Ottawa	8,276,859	1,211,343	8,389,760	350,821	818,935	635,080	955,712	15,196,959	636,965	464,195	36,936,229
Saskatoon	754,786	392,053	941,635	146,659	0	27,122	544,155	0	680,359	55,240	3,542,009
Sudbury	675,000	99,295	222,425	8,687	0	104,340	96,000	0	40,191	264,547	1,316,485
Thunder Bay	516,997	344,516	153,519	174,260	0	374,435	265,475	0	13,146	50,895	1,893,293
Toronto	33,378,243	27,554,759	22,634,673	6,160,794	7,946,925	12,858,017	18,768,524	1,758,576	30,114,403	4,600,311	165,775,225
Vancouver	13,407,389	4,284,564	3,890,179	3,426,960	237,500	315,367	5,328,800	577,104	3,274,024	1,270,571	36,012,458
Victoria	1,429,277	569,100	1,558,959	338,860	87,622	0	728,543	0	929,190	96,381	5,637,932
Winnipeg	7,067,727	3,216,004	3,499,017	1,299,450	0	1,858,510	3,073,635	34,000	3,115,342	586,655	23,772,340
TOTAL	102,961,425	48,699,389	54,993,047	13,553,611	11,574,422	17,822,293	43,469,430	22,232,164	60,915,834	8,834,596	385,056,211

TABLE 1 14 CITIES

ARTISTIC EXPENSE	ADMIN EXPENSE	MARKETING EXPENSE	TOTAL EXPENSE	SURPLUS/DEFICIT	
15,736,525	3,124,542	1,425,384	20,286,451	567,915	Edmonton
2,665,765	1,008,364	391,888	4,066,020	(283,763)	Halifax
1,341,005	262,259	101,091	1,704,358	(2,966)	Kingston
92,255	23,078	3,230	118,563	(1,008)	Laval
3,311,360	601,711	461,173	4,374,244	878,184	London
49,431,511	23,063,512	7,400,164	79,895,187	(1,626,945)	Montreal
30,685,067	4,469,031	2,042,661	37,196,759	(260,530)	Ottawa
2,485,272	834,114	156,104	3,476,090	65,919	Saskatoon
1,222,934	171,871	104,642	1,499,451	11,034	Sudbury
1,625,463	289,913	161,702	2,077,075	(183,782)	Thunder Bay
110,619,922	44,091,879	12,935,894	167,647,701	(1,672,476)	Toronto
26,120,557	6,379,061	3,466,834	35,966,452	46,006	Vancouver
4,091,897	1,066,184	358,073	5,516,154	121,778	Victoria
17,736,581	4,305,950	1,630,901	23,673,432	98,908	Winnipeg



HAMILTON
PLACEMENT
AND CONVENTION
SOCIETY INC.

Schedule "H"

MEMO TO:

Mrs. John Hill
Secretary
HAMILTON PLACE TASK FORCE

FROM:

Pat Bennett
Secretary to the Board of Directors

DATE:

August 1, 1956

SUBJECT:

MEMORANDUM, MR. J. HILL

Hamilton Place Task Force

Subject: Correspondence Received

At the July 27th meeting of the Marketing and Sales Committee staff was directed to "request to Mrs. Hill a letter on behalf of the Chairman of the Board advising that her correspondence will be forwarded to the Hamilton Place Task Force with the request that she be kept informed of any change in current S.A.C.S.T. policy(ies)."

For your information I have attached Alderson Colquhoun's written response to Mrs. Hill. Will you kindly include this item of correspondence in the agenda for the next Hamilton Place Task Force meeting.

Patricia Bennett

Page 10

United States of America

Department of the Interior



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

MEMO TO: Mrs. Joan Mills
Secretary
HAMILTON PLACE TASK FORCE

FROM: Pat Bennett
Secretary to the Board of Directors

DATE: August 1, 1990

SUBJECT: CORRESPONDENCE : MRS. E. KAYE

At the July 27th meeting of the Marketing and Sales Committee staff was directed to "respond to Mrs. Kaye's letter on behalf of the Chairman of the Board advising that her correspondence will be forwarded to the Hamilton Place Task Force with the request that she be kept informed of any change to current H.E.C.F.I. policy(ies)."

For your information I have attached Alderman Gallagher's written response to Mrs. Kaye. Will you kindly include this item of correspondence in the agenda for the next Hamilton Place Task Force meeting.

Patricia Bennett



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

August 1, 1990

Mrs. Evelyn Kaye
45 Kenmore Road
HAMILTON, ONTARIO
L8S 3T8

Dear Mrs. Kaye:

Thank you for your recent correspondence which included your comments about the various events offered by Hamilton Place and Copps Coliseum.

You may be aware that a Special Hamilton Place Task Force has been established to review the mandate and history of Hamilton Place. I have forwarded your letter to the secretary of the Task Force with the request that firstly, it be circulated at the next meeting and secondly, that you be informed of any future policy change which may be recommended at the conclusion of the Task Force.

Your input is appreciated. Once more, thank you for taking the time to share your comments.

Sincerely,

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

Alderman John Gallagher
Chairman of the Board

pb.

6th July, 1990.

Mr. John Gallagher
Chairman HECFI .

Dear Mr. Gallagher,

I am renewing my subscription to the Monthly Calendar for Hamilton Place and at the same time would like to add my comments regarding possible changes to the policy now in effect.

As a serious theatre goer of over fifty years standing I hope Hamilton Place continues to be the venue for commercial productions. Whilst my husband and I enjoy certain things at Copps Colliseum and have been there many times, there are certain things which are better seen at Hamilton Place such as the current production of CATS which we attended on opening night. It was superb but we know we would not have enjoyed it as much at Copps. It is too large and one loses the sense of intimacy needed in the theatre.

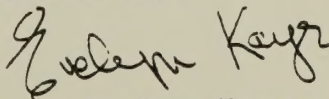
At the same time, we think the theatre should be made available to local arts groups at a nominal rent as they are a necessary part of the community. Surely such a compromise is ~~possible~~ possible.

We came to live in Hamilton the same month Hamilton Place opened and have attended regularly ever since. Perhaps not as much in recent years as our tastes are middle of the road and not inclined towards rock groups or country music. However they have their place in the arts but are better suited to Copps as are the ice shows and military spectacles which we enjoy there.

There are a lot of us in the middle taste range and sometimes it seems we are overlooked in the choice of entertainment. We are probably also people who pay more in city property taxes.

As well as our interest in theatre in general we are also ardent sports fans who would love to see a professional hockey team in the city.

Yours sincerely,



Evelyn Kaye
45 Kenmore Road
HAMILTON
Ontario. L8S 3T8

July 1950

Dear Sir,

I am pleased to hear that you are interested in the Hamilton Place Hotel and that you would like to see it. I am sorry that I cannot see it at the moment as I am away on business.

As a general remark I must say that this is a very nice hotel and I enjoy staying there. It is a very comfortable hotel and I enjoy staying there. It is a very comfortable hotel and I enjoy staying there. It is a very comfortable hotel and I enjoy staying there.

At the same time, as I am away, I am sorry that I cannot see it. I am sorry that I cannot see it. I am sorry that I cannot see it. I am sorry that I cannot see it.

We have a very nice hotel and I enjoy staying there. It is a very comfortable hotel and I enjoy staying there. It is a very comfortable hotel and I enjoy staying there. It is a very comfortable hotel and I enjoy staying there.

I am sorry that I cannot see it. I am sorry that I cannot see it. I am sorry that I cannot see it. I am sorry that I cannot see it. I am sorry that I cannot see it.

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Schedule "I"

Hamilton Place Task Force

Subject: Regional Funding History

Section 1000, Title 10, U.S.C.

Subject: National Training System

REGIONAL FUNDING HISTORY

	1983	1984	1985	1986	1987	1988	1989	1990
gar Choir ating	\$12,917	\$15,562 20.5%	\$14,430 -7.3%	\$14,450 0.1%	\$18,000 24.6%	\$20,500 13.9%	\$20,500 0.0%	\$37,600 83.4%
cit Reduction Grant								\$11,800
Valley of Art	\$6,805	\$7,145 5.0%	\$7,500 5.0%	\$10,000 33.3%	\$15,000 50.0%	\$16,000 6.7%	\$16,000 0.0%	\$16,880 5.5%
n & Regional ouncil	\$17,500	\$18,375 5.0%	\$18,740 2.0%	\$19,100 1.9%	\$20,437 7.0%	\$23,440 14.7%	\$23,440 0.0%	\$29,940 27.7%
l Music	---	---	---	---	---	\$21,500 (1)	\$21,500 0.0%	\$21,500 0.0%
	---	\$3,500	\$3,500 0.0%	\$3,500 0.0%	\$3,500 0.0%	\$5,000 42.9%	\$5,000 0.0%	\$5,000 0.0%
Hamilton (2)	\$85,000	\$85,000 0.0%	\$80,000 -5.9%	\$92,500 15.6%	\$152,000 64.3%	\$157,000 3.3%	\$164,100 4.5%	\$173,200 5.5%
lery (es Debt Charges)	\$796,700	\$819,200 2.8%	\$829,965 1.3%	\$872,486 5.1%	\$896,562 2.8%	\$923,130 3.0%	\$947,130 2.6%	\$971,502 2.6%
il. Orchestra ating	\$157,500	\$165,375 5.0%	\$165,375 0.0%	\$172,000 4.0%	\$178,020 3.5%	\$232,020 30.3%	\$237,020 2.2%	\$250,000 5.5%
cit Reduction Grant					\$50,000	\$30,000	\$30,000	
	\$1,076,422	\$1,114,157	\$1,119,510	\$1,184,037	\$1,283,520	\$1,398,591	\$1,434,690	\$1,517,423

\$1,000 Surplus was returned to the Region after the Festival due to specific conditions of the grant.

Grant payments prior to 1990 were made by the City of Hamilton. The transferring of the grant from the City to the Region took place for the 1990 Regional grant process.



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REPORT TO THE HECFI BOARD OF DIRECTORS
OF THE HAMILTON PLACE TASK FORCE
MEETING OF AUGUST 23, 1990

The Hamilton Place Task Force presents its **THIRD** Report and respectfully submits the following for information:

1. Minutes of August 9, 1990

The minutes of the Hamilton Place Task Force of its meeting on August 9, 1990 are attached for information as **Schedule "A"**.

2. Terms of Reference - Hamilton Place Task Force

The Committee discussed the items that should appear in the terms of reference for the Task Force. The Secretary was asked to prepare a draft index for the final report. Mr. DiFilippo, Comptroller, was requested to provide a report quantifying what the financial impact would have been if the arts groups had been charged commercial rates in 1989.

3. Mandate of Hamilton Place Theatre

The Committee discussed how the mandate should read.

4. Comparison Surveys

Ms. York, Arts Co-ordinator, provided the Committee with an excerpt of material from the OAC-commissioned report *The Economic Impact of the Arts in Ontario*, by Prof. Geoff Wall and Moira Purdon, University of Waterloo, October, 1987. Comparison Surveys are attached as **Schedule "B"**.

5. Other Business

Mr. Tidball informed the Committee that at the Special HECFI Board Meeting held August 22, 1990, the motion was approved that Theatre Aquarius be invited to participate in the Hamilton Place Task Force, and that the completion deadline be extended to November 1, 1990.

6. Date of Next Meeting

The Committee agreed to meet on Wednesday, September 5, 1990 at 4:30 p.m. and Wednesday, September 26, 1990 at 4:30 p.m.

RESPECTFULLY SUBMITTED

Paul R. Jaggard ^{per} *Jmills*
PAUL R. JAGGARD, CHAIRMAN
HAMILTON PLACE TASK FORCE

Jmills
JOAN MILLS
TASK FORCE SECRETARY

Hamilton Place Task Force

**Subject: Minutes of the Hamilton Place Task Force
Meeting of August 9, 1990**

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Tuesday, August 9, 1990
4:30 p.m.

Hamilton Place Board Room

REGULAR SESSION

PRESENT: Mr. P. Jaggard, Chairman (Opera Hamilton)
Mr. Wm. Tidball, Vice-Chairman (HECFI Board)
Mr. G. Davis, Regional Finance
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. S. Bye, Hamilton Philharmonic Orchestra
Mr. J. Hammond, Hamilton and Region Arts Council

ALSO PRESENT: Mr. G. Macaluso, Managing Director/CEO, HECFI
Mr. J. Leuser, Director of Finance & Admin.
Ms. J. Mills, Task Force Secretary

REGRETS: Ms. S. Worthington, Bach Elgar Choir
Ms. C. Hamilton, Geritol Follies

GUEST: Ms. Liz Robinson, Hamilton and Region
Arts Council

1. Chairman's Remarks

The meeting commenced at 4:45 p.m.

1.1 Correspondence Received

The Chairman referred to a letter dated July 17, 1990, of which he received a copy, from Mr. Peter Mandia, Executive & Artistic Director, Theatre Aquarius, addressed to Alderman John Gallagher. He relayed that Mr. Mandia indicated in his letter that he could bring, to the Task Force deliberations, a sense of history, experience and objectivity. Mr. Mandia, in his letter, requested that a representative from Theatre Aquarius be able to join the Task Force. Mr. Jaggard asked the Committee whether the composition of the Task Force should be expanded to include one or two members, or whether it should remain as is. Mr. Jaggard suggested that Mr. Thomas Burrows, Director of Hamilton Place could perhaps also bring history, experience and objectivity to the Task Force.

Mr. Macaluso expressed that the omission of Mr. Mandia was an oversight. Some members of the Task Force felt that since the

Task Force had already commenced and had limited time to complete its mandate, the composition should remain the same.

It was suggested that Mr. Mandia could attend the meetings as a guest. Discussion ensued on the topic of guests attending. Mr. Jaggard requested that consideration be given to having only one representative from HRAC attend future meetings.

Mr. Jaggard stated that he would contact Mr. Mandia.

Following discussion, it was

MOVED by Mr. Tidball, seconded by Mr. Davis

THAT THE PRESENT COMPOSITION OF THE HAMILTON PLACE TASK FORCE REMAIN THE SAME.

MOTION CARRIED. Opposed: Ms. Cheryl York

2. Minutes of July 24, 1990

It was

MOVED by Ms. York, seconded by Mr. Tidball

THAT THE MINUTES OF THE HAMILTON PLACE TASK FORCE OF ITS MEETING ON JULY 24, 1990 BE APPROVED.

MOTION CARRIED.

3.1 Terms of Reference - HP Task Force

The Committee discussed what is to be included in the report to the HECFI Board. Members felt that the report should result in an understanding that the arts groups require subsidization and should not be expected to pay market rental rates. Others observed that if rental rates were to be increased, the arts would then require still further subsidization from another source, whether it be from the Region or the City. Another item mentioned was the scheduling of events by the arts groups, ie. the shows are booked years in advance and therefore may limit HECFI's availability for booking long running shows. Acknowledgement of problems that arts groups face, together with the acknowledgement that HECFI has its problems and mandate, was also indicated as an item to be discussed in the report.

Members acknowledged that the solution may be that the arts groups pay commercial rates and the City and Region fund the arts groups, whereas the perception at present may be that Hamilton Place is haemorrhaging money and the City is not helping arts groups.

Members indicated that the final report of the Task Force should be a short executive summary which will include results and benefits of economic impact on the community re arts.

Ms. Liz Robinson will provide statistical information to the Task Force upon receiving same.

3.2 Mandate of Hamilton Place Theatre

The Chairman indicated that the mandates which individuals provided were similar to his: basically to support and foster a vibrant local arts community for the general benefit of the community. Some members indicated in their mandate view, that they did not feel that the mandate of Hamilton Place had changed from day one.

The Task Force indicated that they should review the use of the Studio Theatre as part of its mandate. Some members thought it should be developed, that it should not remain dormant but be made available. Others indicated it should be used for rehearsals. Discussion continued on the problems facing the arts groups re rehearsals, and it was felt that this should be brought out in the final report. Availability of office space was another issue that was discussed with a view to being part of the final report. It was indicated that office space should be utilized by arts organizations only and that Hamilton Place has been left with only two meeting rooms.

The issue of the cost of liquor to the arts organizations in Hamilton Place was raised as a problem to address in the report. The members observed that there are opportunities to have donated liquor which would save the organizations thousands of dollars per year.

Ms. Cheryl York will provide data re various comparison surveys which will assist with the final report, which report will indicate the total cost to support arts and what various cities expend to the arts.

- 3.3 Analysis of Variable & Fixed Costs
re Hamilton Place Theatre
- 3.4 1990 Operating Budget for Hamilton Place Theatre
- 3.5 Financial Results Summary for Hamilton Place
Theatre since 1983
- 3.6 City of Hamilton Summary of Public Subscriptions
- 3.7 Statistical Information - "Arts and the Cities"

It was

MOVED by Mr. Renaud, seconded by Mr. Bye

THAT THE ANALYSIS OF VARIABLE & FIXED COSTS RE HAMILTON PLACE THEATRE; 1990 OPERATING BUDGET FOR HAMILTON PLACE; FINANCIAL RESULTS SUMMARY FOR HAMILTON PLACE THEATRE SINCE 1983; CITY OF HAMILTON SUMMARY OF PUBLIC SUBSCRIPTIONS; AND STATISTICAL INFORMATION RE 'ARTS AND THE CITIES' BE RECEIVED.

MOTION CARRIED.

4. Other Business

4.1 Correspondence Received

The Committee reviewed the correspondence dated July 6, 1990 addressed to Alderman John Gallagher, Chairman, HECFI Board, from Ms. Evelyn Kaye, 45 Kenmore Road, Hamilton, Ontario.

4.2 Regional Funding History

The Committee reviewed the Regional Funding History from 1983 to 1990 respecting Bach Elgar Choir, Dundas Valley School of Art, Hamilton and Regional Arts Council, Festival Music, Te Deum, Opera Hamilton, Art Gallery, and Hamilton Philharmonic Orchestra. Members observed that the funding of arts in this Region is considerably less than that of others.

The Committee discussed the mission statement of HECFI as it relates to reducing and eliminating the municipal contribution. Members indicated that Hamilton Place provides balanced programming of arts and should not be expected to turn a profit. The members identified the difficulty of keeping expenditures the same while increasing activity.

5. Date of Next Meeting

The Committee agreed to meet Thursday, August 23, 1990 at 3:00 p.m. instead of 4:30 p.m. as previously scheduled.

6. Adjournment

It was

MOVED by Mr. Tidball, seconded by Mr. Renaud

THAT THE MEETING BE ADJOURNED. (6:33 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Paul R. Jaggard, C.A., Chairman

Joan Mills, Secretary

Hamilton Place Task Force

Subject: Comparison Surveys

Page 1

Subject: [illegible]
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*O'Keefe Centre for the Performing Arts, Toronto
and
Centre in the Square, Kitchener*

O'KEEFE CENTRE FOR THE PERFORMING ARTS
Toronto

CENTRE IN THE SQUARE
Kitchener

Governance

Board, membership consists entirely of Metro Toronto Council Members.

Board, appointed by Council Corporation owned by City Budget approved by Council

Seats

3,200

2,016

Operating Budget

\$2,000,000

-Includes insurance, marketing, box office, finance and administration, engineering, maintenance, printship, energy

\$4.5 million
\$920,000 municipal grant
-includes insurance, marketing, box office, finance and administration, engineering, maintenance, energy.

Capital Budget

\$1,000,000

-from the capital improvement fund revenue from the \$1.00 per ticket charge to patrons.

-varies
"Capital Reserve Fund"

-donations

-\$1.00 per ticket

- municipal subsidy since 1985; \$25,000-50,000/yr.

Revenues

\$18,000,000

-Includes subscription ticket sales for the opera and ballet.

-rentals to tenants; e.g., opera and ballet companies pay \$50,000-55,000/week for 30 week season.

-revenues and expenditures for opera and ballet are at break-even.

-opera and ballet companies receive grants from Metro Toronto towards their operating budgets.

\$3,000,000 Rentals, sales, bar, interest etc.
\$ 920,000 City

K-W Symphony and Art Gallery: 20 yr. contract
5% annual increment

Other Programming

In addition to the 30 weeks scheduled for opera and ballet performances, O'Keefe presents commercial productions during the remaining 20 weeks.

Resource

Tony Robinson
Director of Finance, O'Keefe Centre

THE CORPORATION OF THE CITY OF HAMILTON

1990 COMPARATIVE STATEMENT OF ESTIMATES
EXPENDITURE ESTIMATES

CENTRE NUMBER (1)	DESCRIPTION (2)	1989 ACTUAL (3)	1989 ESTIMATE (4)	ADJUSTMENT TO 1989 ESTIMATE INCREASE (DECREASE) (5)	INFLATIONARY COST (6)	1990 ORIGINAL ESTIMATE (4+5+6) (7)	COUNCIL/ COMMITTEE ADJUSTMENT INCREASE (DECREASE) (8)	1990 RESULTANT APPROPRI- ATION (7+8) (9)	AMOUNT (9-4) (10) (10)
DEPARTMENT	CULTURE								
71001	DUNDURN CASTLE	478,973	540,700	(48,660)	16,700	508,740	(600)	508,140	(32,5
71005	DUNDURN CASTLE - OUTSIDE ACTIVITIES	19,772	19,890	740	240	20,870		20,870	9
71020	DUNDURN CASTLE - GIFT SHOP	75,888	73,590	18,170	1,730	93,490	(55,000)	38,490	(35,
71025	DUNDURN CASTLE - SNACK SHOP	4,545	2,850	550	150	3,550		3,550	
71105	HAMILTON MILITARY MUSEUM	117,864	135,340	14,550	6,290	156,180	(4,620)	151,560	16,
71205	WHITEHERN	159,551	161,810	11,410	7,740	180,960	(2,670)	178,290	16,
71305	CHILDREN'S MUSEUM - GAGE PARK	166,721	179,730	28,220	9,910	217,860	(5,610)	212,250	32,
71405	STEAM MUSEUM	131,691	153,210	39,130	6,150	198,490	(6,630)	191,860	38
71505	HISTORIC SITES COMMITTEE -ADMIN.	59,330	65,980	21,180	140	87,300	(6,600)	80,700	14
71510	EXPERIENCE PROGRAM	16,000	16,000	4,000		20,000	(4,000)	16,000	
71515	ARENS FOX PUMPER-BOX 43 ASSOCIATION	272	410			410		410	
	CENTRE TOTALS	1,230,657	1,349,510	89,290	49,050	1,487,850	(85,730)	1,402,120	5:

THE CORPORATION OF THE CITY OF HAMILTON

1990 COMPARATIVE STATEMENT OF ESTIMATES
REVENUE ESTIMATES

CENTRE NUMBER (1)	DESCRIPTION (2)	1989 ACTUAL (3)	1989 ESTIMATE (4)	ADJUSTMENT TO 1989 ESTIMATE INCREASE (DECREASE) (5)	INFLATIONARY COST (6)	1990 ORIGINAL ESTIMATE (4+5+6) (7)	COUNCIL/ COMMITTEE ADJUSTMENT INCREASE (DECREASE) (8)	1990 RESULTANT APPROPRIATION (7+8) (9)
	<u>CULTURE</u>							
71001	DUNDURN CASTLE	126,211	130,250	14,310		144,560		144,560
71020	DUNDURN CASTLE - GIFT SHOP	72,455	44,000	21,000		65,000		65,000
71105	HAMILTON MILITARY MUSEUM	15,125	11,500	1,500		13,000		13,000
71205	WHITEHERN	9,605	7,300	800		8,100		8,100
71305	CHILDRENS MUSEUM - GAGE PARK	22,247	20,000			20,000		20,000
71405	STEAM MUSEUM	10,197	7,700	1,900		9,600		9,600
	CENTRE TOTALS	255,840	220,750	39,510	0	260,260	0	260,260

THE CORPORATION OF THE CITY OF HAMILTON

1990 COMPARATIVE STATEMENT OF ESTIMATES
EXPENDITURE ESTIMATES

Centre Number (1)	Description (2)	1989 Actual (3)	1989 Estimate (4)	Adjustment to 1989 Estimate Increase (Decrease) (5)	Inflationary Cost (6)	1990 Original Estimate (4+5+6) (7)	Council/ Committee Adjustment Increase (Decrease) (8)
<u>LIBRARY</u>							
23065	CIRCULATION	400,501	409,720	4,920	19,720	434,360	(90)
23070	INTER - LIBRARY LOANS	63,487	78,530	(10,640)	3,370	71,260	(90)
23075	PUBLIC RELATIONS	362,379	301,180	10340	15250	326,770	(1,410)
23080	COMMON AREAS, MEETING & STAFF ROOMS	1,629	1,310		70	1,380	(20)
23085	AUDIO CENTRE - 5TH FLOOR	17,720	21,120	1,300	370	22,790	
23090	PLANNING PROCESS	49,734	47,820	(5,340)	1,850	44,330	-20
23105	ACQUISITIONS	356,800	353,530	13,960	17,420	384,910	-870
23110	AUTOMATED CATALOGUING	593,625	612,470	(18,830)	29,470	623,110	-770
23115	FINAL PROCESSING	276,295	292,630	26,470	20,480	339,580	(12,220)
23120	OVERDUES	164,427	175,110	3,890	7,750	186,750	-110
23125	AUTOMATED LIBRARY SYSTEM	537,172	529,491	10,170	24,080	563,740	-920
23130	NATIONAL/CANADIAN LIBRARY CONFERENCES	3,917	3,001		150	3,150	
CENTRE TOTALS		3,478,273	9,511,731	191,280	469,940	10,172,950	(1,640)

1990 COMPARATIVE STATEMENT OF ESTIMATES
REVENUE ESTIMATES

Centre Number (1)	Description (2)	1989 Actual (3)	1989 Estimate (4)	Adjustment to 1989 Estimate Increase (Decrease) (5)	Inflationary Cost (6)	1990 Original Estimate (4+5+6) (7)	Council/ Committee Adjustment Increase (Decrease) (8)	1990 Resultant Appropriation (7+8) (9)	Increase (Decrease) Over 1989 Estimate		
									Amount (9-4) (10)	Percent (10/4) (11)	
<u>DEPARTMENT HAMILTON PUBLIC LIBRARY</u>											
23XXX	CENTRAL LIBRARY	12,132,362	12,076,590	638,230	609,250	13,324,070	(83,920)	13,240,150	1,153,560	9.6%	
24XXX	BRANCH LIBRARIES	8,058				0		0	0		
25XXX	LIBRARY SERVICES	99,937	79,200	(400)		78,800	10,300	89,100	9,900	12.5%	
	DEPARTMENT TOTALS	12,240,357	12,155,790	637,830	609,250	13,402,870	(73,620)	13,329,250	1,173,460	9.7%	

GENERAL INFORMATION									
NAME	DATE	TIME	LOCATION	STATUS	REMARKS	INITIALS	SIGNATURE	DATE	TIME
1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70
71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100
101	102	103	104	105	106	107	108	109	110
111	112	113	114	115	116	117	118	119	120
121	122	123	124	125	126	127	128	129	130
131	132	133	134	135	136	137	138	139	140
141	142	143	144	145	146	147	148	149	150
151	152	153	154	155	156	157	158	159	160
161	162	163	164	165	166	167	168	169	170
171	172	173	174	175	176	177	178	179	180
181	182	183	184	185	186	187	188	189	190
191	192	193	194	195	196	197	198	199	200
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211	212	213	214	215	216	217	218	219	220
221	222	223	224	225	226	227	228	229	230
231	232	233	234	235	236	237	238	239	240
241	242	243	244	245	246	247	248	249	250
251	252	253	254	255	256	257	258	259	260
261	262	263	264	265	266	267	268	269	270
271	272	273	274	275	276	277	278	279	280
281	282	283	284	285	286	287	288	289	290
291	292	293	294	295	296	297	298	299	300
301	302	303	304	305	306	307	308	309	310
311	312	313	314	315	316	317	318	319	320
321	322	323	324	325	326	327	328	329	330
331	332	333	334	335	336	337	338	339	340
341	342	343	344	345	346	347	348	349	350
351	352	353	354	355	356	357	358	359	360
361	362	363	364	365	366	367	368	369	370
371	372	373	374	375	376	377	378	379	380
381	382	383	384	385	386	387	388	389	390
391	392	393	394	395	396	397	398	399	400
401	402	403	404	405	406	407	408	409	410
411	412	413	414	415	416	417	418	419	420
421	422	423	424	425	426	427	428	429	430
431	432	433	434	435	436	437	438	439	440
441	442	443	444	445	446	447	448	449	450
451	452	453	454	455	456	457	458	459	460
461	462	463	464	465	466	467	468	469	470
471	472	473	474	475	476	477	478	479	480
481	482	483	484	485	486	487	488	489	490
491	492	493	494	495	496	497	498	499	500
501	502	503	504	505	506	507	508	509	510
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521	522	523	524	525	526	527	528	529	530
531	532	533	534	535	536	537	538	539	540
541	542	543	544	545	546	547	548	549	550
551	552	553	554	555	556	557	558	559	560
561	562	563	564	565	566	567	568	569	570
571	572	573	574	575	576	577	578	579	580
581	582	583	584	585	586	587	588	589	590
591	592	593	594	595	596	597	598	599	600
601	602	603	604	605	606	607	608	609	610
611	612	613	614	615	616	617	618	619	620
621	622	623	624	625	626	627	628	629	630
631	632	633	634	635	636	637	638	639	640
641	642	643	644	645	646	647	648	649	650
651	652	653	654	655	656	657	658	659	660
661	662	663	664	665	666	667	668	669	670
671	672	673	674	675	676	677	678	679	680
681	682	683	684	685	686	687	688	689	690
691	692	693	694	695	696	697	698	699	700
701	702	703	704	705	706	707	708	709	710
711	712	713	714	715	716	717	718	719	720
721	722	723	724	725	726	727	728	729	730
731	732	733	734	735	736	737	738	739	740
741	742	743	744	745	746	747	748	749	750
751	752	753	754	755	756	757	758	759	760
761	762	763	764	765	766	767	768	769	770
771	772	773	774	775	776	777	778	779	780
781	782	783	784	785	786	787	788	789	790
791	792	793	794	795	796	797	798	799	800
801	802	803	804	805	806	807	808	809	810
811	812	813	814	815	816	817	818	819	820
821	822	823	824	825	826	827	828	829	830
831	832	833	834	835	836	837	838	839	840
841	842	843	844	845	846	847	848	849	850
851	852	853	854	855	856	857	858	859	860
861	862	863	864	865	866	867	868	869	870
871	872	873	874	875	876	877	878	879	880
881	882	883	884	885	886	887	888	889	890
891	892	893	894	895	896	897	898	899	900
901	902	903	904	905	906	907	908	909	910
911	912	913	914	915	916	917	918	919	920
921	922	923	924	925	926	927	928	929	930
931	932	933	934	935	936	937	938	939	940
941	942	943	944	945	946	947	948	949	950
951	952	953	954	955	956	957	958	959	960
961	962	963	964	965	966	967	968	969	970
971	972	973	974	975	976	977	978	979	980
981	982	983	984	985	986	987	988	989	990
991	992	993	994	995	996	997	998	999	1000

Canadian Symphony Hall Rent
Comparison Survey Dec. 1989

Canadian Symphony Hall Rent
Comparison Survey Dec. 1989

	HPO	ESO	Quebec	TBSO	TS	VSO	Windsor	WSO	KWS
hall rent	\$216,000	\$85,978	\$100,000	\$83,000	1.5-1.75M	\$300,000	\$790/day	\$120,000	\$750/day for first 70, then \$850
incl. office	yes	no	no	no	no	yes	no	\$933/month	\$7,000 + /year (\$2.70/sq.ft.)
incl. reh hall	no	yes	no	\$250/	no	yes	\$50/hr	\$40/concert	1000 hrs x \$10/hr whether they use it or not!
incl. IATSE	yes	\$45,000	\$83,000	yes	yes	na	\$16/hr	\$1700/wk	\$4m/year set up only, show extra
min call?	3 man/4hr	4 man/4hr		3 man	3 man/4hr		4hr		
reh on stage	dress	dress	(10) dress	yes	yes	yes	yes	\$600	dress
no. of perfs	60	70	30	25	140	60	32	74	65 - 70
clip	\$0.50 \$2 handling		\$3,000	6% of gross	5 - 6%	\$0.50	\$0.50 ("don't kno		\$1.00
muni grant	\$237,000	\$100,000	\$113,000	\$80,000		\$638,000	\$250,000	\$140,000	k=70m; w=50m; region=40m
tied to rent	no	no	yes	unofficially	no	yes	no	no	informal (with Kitchener)
TOTAL BUDGET	2.8	4	4.46	1.2	20	8	1.1	4.2	2.9
(in \$000,000)									
population	500,000	800,000	365,000	200,000	4,000,000	2,200,000	250,000	600,000	300,000

NOTES:

ESO - hall provincially owned

QSO - plus regional of \$125,000 (+1.12M from provl)

TBSO - rent incl. 1 reh for free

TS - 10 different rental rates (see detail sheet)

VSO - hall rent \$5,000/, muni grant=488m theatre; 100m office; 50m cash

WSO - rent = \$.91/seat + 10%

KWS - negotiating now expect 5%+ per year (10 years)

HPO - grant includes "accommodation" grant

FACTS ON THE ARTS

Material from the OAC-commissioned report *The Economic Impact of the Arts in Ontario*,
by Prof. Geoff Wall and Moira Purdon, University of Waterloo, October 1987.)

ACTIVITY

- o among Canada's 20 largest manufacturing industries, the arts industry is:
 - 4th in persons employed;
 - 6th in wages and salaries;
 - 9th in revenue.
- o economic impact of the arts and culture sector is about the same as:
 - metal and mines;
 - food and beverages;
 - electrical power;
 - gas and other utilities;
 - accommodation and food services.
- o bigger than:
 - tobacco;
 - rubber;
 - textiles;
 - clothing;
 - furniture and fixtures.

Ontario has almost half (46.0%) of all arts activity in Canada.

AUDIENCE

- o estimated audience for the arts in Canada:
 - in 1961, 1,432,000 -- 12% of population
 - in 1971, 2,749,000 -- 18%
 - in 1981, 5,145,000 -- 28%
 - in 1990, 7,060,000 -- 34%
- o estimated audience for the arts in Ontario:
 - in 1981, 2,418,000 -- 31% of provincial population

ATTENDANCE

- o estimated attendance in Canada in 1981:
 - Performing arts (theatre, music, dance, opera)--8,815,000;
 - Visual arts (galleries, museums)--9,052,604.

EMPLOYMENT (Figures from 1981 census)

- o 414,050 persons in arts-related employment in Canada,
 - including 234,280 employed in arts industry in Canada.
 - Canadian arts industry wages and salaries: \$3,143,000,000.
- o 182,160 in arts-related employment in Ontario,
 - including 107,769 employed in arts industry in Ontario.
 - Ontario arts industry wages and salaries: \$1,446,000,000
- o between 1971 and 1981, arts labour force grew twice as fast (66%) as total labour force (33%).
- o women 41% of arts labor force . . . almost doubled (91%) between 1971 and 1981.

INCOME

- o more than half (54%) of self-employed artists had no taxable income in 1980.
- o average income of self-employed artists fell from \$4,835 in 1974 to \$4,352 in 1980 measured in 1971 constant dollars.
- o according to Canada Council estimate, "no artistic profession such as dancer, musician or actor provides a working season of sufficient length or salary to support family of four above the poverty line."

ECONOMIC IMPACT (1983 data)

	Arts Industry Revenue (\$ millions)	Economic Impact
Canada	\$9,234	\$19,391
Ontario	\$4,248	\$8,920

The following table shows the results of the work done during the year 1911. The figures are given in pounds sterling.

STATEMENT OF EXPENDITURE

1. Salaries and wages of staff
2. Rent of premises
3. Fuel and light
4. Stationery and printing
5. Travelling expenses
6. Postage
7. Telephone
8. Repairs and maintenance
9. Insurance
10. Miscellaneous

TOTAL

The total expenditure for the year 1911 was £1,234.56. This was an increase of £123.45 on the expenditure for the year 1910.

STATEMENT OF INCOME

1. Subsidy from the Government
2. Grants from the Local Authorities
3. Income from the sale of books
4. Income from the sale of tickets
5. Income from the sale of programmes
6. Income from the sale of postcards
7. Income from the sale of stamps
8. Income from the sale of other articles

TOTAL

The total income for the year 1911 was £1,357.91. This was an increase of £157.91 on the income for the year 1910.

REVENUE

1. Subsidy from the Government
2. Grants from the Local Authorities
3. Income from the sale of books
4. Income from the sale of tickets
5. Income from the sale of programmes
6. Income from the sale of postcards
7. Income from the sale of stamps
8. Income from the sale of other articles

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EXPENDITURE

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2. Rent of premises
3. Fuel and light
4. Stationery and printing
5. Travelling expenses
6. Postage
7. Telephone
8. Repairs and maintenance
9. Insurance
10. Miscellaneous

TOTAL

The total expenditure for the year 1911 was £1,234.56. This was an increase of £123.45 on the expenditure for the year 1910.



Hamilton
Entertainment
and Convention
Facilities Inc.

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Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

REPORT TO THE HECFI BOARD OF DIRECTORS
OF THE HAMILTON PLACE TASK FORCE
MEETING OF SEPTEMBER 5, 1990

The Hamilton Place Task Force presents its **FOURTH** Report and respectfully submits the following for information:

1. Chairman's Remarks

The Chairman and Task Force members welcomed Mr. Peter Mandia, Executive and Artistic Director of Theatre Aquarius, to the meeting.

2. Minutes of August 23, 1990

The minutes of the Hamilton Place Task Force of its meeting on August 23, 1990 are attached for information as **Schedule "A"**.

3. Terms of Reference - Hamilton Place Task Force

The Committee discussed and made further revisions to a draft index which outlined some of the issues to be discussed in the final report.

The Committee was provided with a copy of Bill Pr29, Hamilton Place Program Policy, and Preliminary Programming Guidelines, which are attached as **Schedule "B"**.

4. Mandate of Hamilton Place Theatre

The Committee discussed how the mandate should read.

5. Financial Impact of Arts Groups being charged Commercial Rates

The Committee received the report relative to the financial impact of arts groups being charged commercial rates in 1989, attached as **Schedule "C"**.

HAMILTON PLACE TASK FORCE
MEETING OF SEPTEMBER 5, 1990
FOURTH REPORT

Page 2

6. Other Business

nil

6. Date of Next Meeting

The Committee will meet Wednesday, September 26, 1990 at 4:30 p.m.

RESPECTFULLY SUBMITTED

"Paul R. Jaggard" for
Jmills

PAUL R. JAGGARD, CHAIRMAN
HAMILTON PLACE TASK FORCE

Jmills

JOAN MILLS
TASK FORCE SECRETARY

Hamilton Place Task Force

**Subject: Minutes of the Hamilton Place Task Force
Meeting of August 23, 1990**

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Thursday, August 23, 1990

3:00 p.m.

Hamilton Place Board Room

REGULAR SESSION

PRESENT: Mr. P. Jaggard, Chairman (Opera Hamilton)
Mr. Wm. Tidball, Vice-Chairman (HECFI Board)
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. J. Holgersen, Hamilton Philharmonic Orchestra
Ms. L. Robinson, Hamilton and Region Arts Council

ALSO PRESENT: Mr. G. Macaluso, Managing Director/CEO, HECFI
Mr. R. DiFilippo, Comptroller
Ms. J. Mills, Task Force Secretary

REGRETS: Ald. H. Merling (on City business)
Ms. S. Worthington, Bach Elgar Choir
Ms. C. Hamilton, Geritol Follies
Mr. G. Davis, Regional Finance
Mr. J. Hammond, Hamilton and Region Arts Council

1. Chairman's Remarks

The chair was taken by the Vice-Chairman, Mr. Tidball, as Mr. Jaggard had informed the meeting that he would be delayed. The meeting commenced at 3:30 p.m.

Mr. Tidball informed the Committee that at the Special HECFI Board Meeting held August 22, 1990 the motion was approved that Theatre Aquarius be invited to participate in the Hamilton Place Task Force, and that the completion deadline be extended to November 1, 1990.

Mr. Jaggard arrived at the meeting at 3:35 p.m. and following Mr. Tidball's relay of the motion approved by the HECFI Board, Mr. Jaggard assumed the chair.

2. Minutes of August 9, 1990

It was

MOVED by Mr. Tidball, seconded by Ms. York

THAT THE MINUTES OF THE HAMILTON PLACE TASK FORCE OF ITS MEETING ON AUGUST 9, 1990 BE APPROVED.

MOTION CARRIED.

3.1 Business Arising from Minutes
Hamilton Place Task Force Terms of Reference

The terms of reference as indicated in the previous meetings' minutes were discussed with a view to formulating an index for the final report. The Secretary was asked to prepare an index which will include the various topics to be expanded upon in the final report.

Mr. DiFilippo was asked to prepare a report quantifying what the financial impact would have been if the arts groups had been charged commercial rates in 1989.

The Committee discussed the need for balanced programming without a sacrifice to quality, with an understanding that quality work requires subsidization.

The final report is to include various recommendations relative to office space, rehearsal space, programming and scheduling, liquor issue, etc., however should refrain from issues involving the operation or structure of the organization, or the deficit outside of the arts groups. Added to the terms of reference was the possibility of co-operating on joint ventures. Again, it was mentioned that while co-promoting on a special presentation appears promising, concern was raised that it might most safely be with respect to joint ventures on proven products.

3.2 Mandate of Hamilton Place Theatre

The Committee agreed that the mandate statement should be brief and the Chairman and Vice-Chairman are to meet to formulate same. Encouraging top quality work along with balanced programming was thought to be included in statement. It was suggested that breadth of programming for the citizens of the Region could include providing Broadway quality shows.

The Committee continued with discussions relative to the HECFI Board's request for increased activity at Hamilton Place and how that may be at odds to a mandate that includes supporting and developing local arts organizations. The concept of the necessity of assuming a reasonable financial risk was a management issue, but one which might be addressed in the mandate statement.

3.3 Comparison Surveys

Ms. York provided the Committee with an excerpt of material from the OAC-commissioned report The Economic Impact of the Arts in Ontario, by Prof. Geoff Wall and Moira Purdon, University of Waterloo, October 1987.

It was

MOVED by Mr. Renaud, seconded by Ms. York

THAT THE COMPARISON SURVEYS BE RECEIVED AS INFORMATION.

MOTION CARRIED.

4. Other Business

nil

5. Date of Next Meeting(s)

The Committee agreed to meet Wednesday, September 5, 1990 at 4:30 p.m. and Wednesday, September 26, 1990 at 4:30 p.m.

6. Adjournment

It was

MOVED by Mr. Tidball, seconded by Ms. York

THAT THE MEETING BE ADJOURNED. (5:35 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Paul R. Jaggard, C.A., Chairman

Joan Mills, Secretary

BILL Pr29

2ND SESSION, 32ND LEGISLATURE, ONTARIO
31 ELIZABETH II, 1982

An Act respecting the City of Hamilton

RECEIVED

DEC 20 1982

MR. CHARLTON

THE CITY OF HAMILTON

TORONTO

PRINTED BY ALAN GORDON, QUEEN'S PRINTER FOR ONTARIO

BILL Pr29

1982

An Act respecting the City of Hamilton

WHEREAS the council of The Corporation of the City of Hamilton hereby represents that it is desirable to provide for more accountability by The Hamilton Performing Arts Corporation, Inc., and The Hamilton Place Convention Centre, Inc., to the council, relating to their operation and management in the public interest; and whereas the applicant hereby applies for special legislation for such purpose; and whereas it is expedient to grant the application; Preamble

Therefore, Her Majesty, by and with the advice and consent of the Legislative Assembly of the Province of Ontario, enacts as follows:

PART I

THE HAMILTON PERFORMING ARTS CORPORATION, INC

1. Subsection 6 (2) of *The City of Hamilton Act, 1972*, being chapter 172, of the Statutes of Ontario, 1972, is amended by striking out "the Board of Control and" in the second line. s. 6 (2), amended

2.—(1) Subsections 14 (1) and (2) of the said Act are repealed and the following substituted therefor: s. 14 (1), 2, re-enacted

(1) The corporation may, in accordance with practices and procedures approved by the council, Personnel

(a) appoint, hire, or otherwise engage officers, employees, agents or others;

(b) determine the qualifications, responsibilities, duties and positions and terms and conditions of employment or service of persons appointed, hired or otherwise engaged by the corporation;

(c) establish classifications for persons appointed, hired or otherwise engaged by the corporation and reclassify, promote or transfer any such person;

(d) determine the remuneration, salaries and benefits of, and any payments to, officers, servants, agents or others; and

(e) suspend, discharge or otherwise terminate employment or services.

Senior
positions

(1a) The council, for the purposes of this section, may define the positions that are senior personnel positions and no person shall be appointed, hired or otherwise engaged to fill a senior position until the approval of council has been obtained.

Performers

(2) The corporation may temporarily hire or otherwise employ or engage and pay for the services of performers and persons engaged in the performing arts in support of the performers, from time to time as it requires, and make all necessary arrangements in relation thereto.

s. 14
amended

(2) Section 14 of the said Act is amended by adding thereto the following subsection:

Bonus

(4) Notwithstanding subsection (3), no bonus or like sum of money or any other benefit in substitution thereof shall be paid to any person.

s. 17
amended

3. Section 17 of the said Act is amended by adding thereto the following subsection:

Inventory
of personal
property

(1a) The corporation shall, in accordance with good business practice, keep and maintain an accurate inventory of all its personal property and provide the council with an inventory thereof as the council may require.

s. 18
amended

4. Section 18 of the said Act is amended by adding thereto the following subsection:

Certified
true copies

(1a) The corporation shall make all of its books and records available at all times to such persons as the council may require and shall provide certified true copies of such minutes, documents, books, records or any other writings as council may require.

s. 18a
enacted

5. The said Act is amended by adding thereto the following section.

FINANCIAL INFORMATION

Monthly
statements

18a.—(1) The corporation shall provide the City with monthly statements of,

(a) revenues and expenditures;

(b) profit and loss;

(c) expenses, allowances and other like payments to directors, officers, servants, employees, agents and others; and

(d) such financial or operating expenditures as council may require.

(2) The statements referred to in subsection (1) shall be in such form as the City Treasurer may require.

6. Section 19 of the said Act is amended by adding thereto the following subsection: - 19, amended

(1a) The corporation shall, in such manner as the council may require, provide in the budgets submitted to council all financial details of revenues and expenditures including expense accounts, expenses incurred, remuneration, salaries and any other information that council may require. Budget details

7.—(1) The said Act is further amended by striking out the heading "CLAIMS AGAINST THE CORPORATION" immediately preceding section 22. Heading repealed

(2) Section 22 of the said Act is repealed and the following substituted therefor: - 22, repealed
- 22a inserted

MISCELLANEOUS

22.—(1) The meetings of the board and the corporation shall be open to the public and no person shall be excluded from a meeting except for improper conduct as determined by the board. Open meetings

(2) Notwithstanding subsection (1), the council may, by by-law, authorize meetings of the board and the corporation to be held *in camera* in respect of, Exceptions

(a) personnel matters, including matters related to wages, salaries and benefits;

(b) discipline, unless the individual affected requests that the meeting be open to the public;

(c) collective bargaining;

(d) litigation and communications respecting solicitor-client relationships, including legal opinions and advice;

(e) proposed or actual contracts with producers or promoters of exhibitions, shows or attractions; and

(f) such other matters as the council may determine.

Indemnity

22a —(1) Subject to subsection (2), every director or officer of the corporation and his heirs, executors, administrators and other legal personal representatives may from time to time be indemnified and saved harmless by the corporation from and against,

(a) any liability and all costs, charges and expenses that he sustains or incurs in respect of any action, suit or proceeding that is proposed or commenced against him for or in respect of anything done or permitted by him in respect of the execution of the duties of his office; and

(b) all other costs, charges and expenses that he sustains or incurs in respect of the affairs of the corporation.

Limitations

(2) No director or officer of the corporation shall be indemnified by the corporation in respect of any liability, costs, charges, or expenses that he sustains or incurs in or about any action, suit or other proceeding as a result of which he is adjudged to be in breach of any duty or responsibility imposed upon him under this Act or under any other statute unless, in an action brought against him in his capacity as director or officer, he has achieved complete or substantial success as a defendant.

Insurance

(3) The corporation may purchase and maintain insurance for the benefit of a director or officer thereof, except insurance against a liability, cost, charge or expense of the director or officer incurred as a result of his failure to exercise the powers and discharge the duties of his office honestly, in good faith and in the best interests of the corporation, exercising in connection therewith the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

PART II

THE HAMILTON PLACE CONVENTION CENTRE, INC.

1980, c. 99,
s. 2 (1),
amended

8. Subsection 2 (1) of *The City of Hamilton Act, 1980*, being chapter 99, is amended by striking out "displays" in the sixth line and inserting in lieu thereof "events".

s. 10,
re-enacted

9. Section 10 of the said Act is repealed and the following substituted therefor:

Personnel

10.—(1) The Corporation may, in accordance with practices and procedures approved by the council,

- (a) appoint, hire or otherwise engage officers, employees, agents or others;
- (b) determine the qualifications, responsibilities, duties and positions and terms and conditions of employment or service of persons appointed, hired or otherwise engaged by the Corporation;
- (c) establish classifications for persons appointed, hired or otherwise engaged by the Corporation and reclassify, promote or transfer any such person;
- (d) determine the remuneration, salaries and benefits of, and any payments to, officers, servants, agents or others; and
- (e) suspend, discharge or otherwise terminate employment or services.

(2) The council, for the purposes of this section, may define the positions that are senior personnel positions and no person shall be appointed, hired or otherwise engaged to fill a senior position until the approval of council has been obtained. Senior position

10.—(1) Subsection 11 (3) of the said Act is amended by striking out "the Board of Control of the City and" in the second line. amended

(2) Section 11 of the said Act is amended by adding thereto the following subsection: inserted

(3a) Notwithstanding subsection (2), no bonus or like sum of money or any other benefit in substitution thereof shall be paid to any person. Bonus

11. The said Act is amended by adding thereto the following section: inserted

12a —(1) The Corporation shall provide the City with monthly statements of, Monthly statements

(a) revenues and expenditures;

(b) profit and loss;

(c) expenses, allowances and other like payments to directors, officers, servants, employees, agents and others; and

(d) such financial or operating expenditures as council may require.

Item

(2) The statements referred to in subsection (1) shall be in such form as the City Treasurer may require.

s. 13
amended

12. Section 13 of the said Act is amended by adding thereto the following subsection:

Certified
true copies

(1a) The Corporation shall make all of its books and records available at all times to such persons as the council may require and shall provide certified true copies of such minutes, documents, books, records or any other writings as council may require.

s. 14
amended

13. Section 14 of the said Act is amended by adding thereto the following subsection:

Budget
details

(1a) The Corporation shall, in such manner as the council may require, provide in the budgets submitted to council all financial details of revenues and expenditures including expense accounts, expenses incurred, remuneration, salaries and any other information that council may require.

s. 15
enacted

14. The said Act is further amended by adding thereto the following section:

Inventory
of personal
property

15a. The Corporation shall, in accordance with good business practice, keep and maintain an accurate inventory of all its personal property and provide the council with an inventory thereof as the council may require.

s. 17
enacted

15. The said Act is further amended by adding thereto the following section:

Open
meetings

17a.—(1) The meetings of the board and the Corporation shall be open to the public and no person shall be excluded from a meeting except for improper conduct, as determined by the board.

Exceptions

(2) Notwithstanding subsection (1), the council may, by by-law, authorize meetings of the board and the Corporation to be held *in camera* in respect of:

(a) personnel matters, including matters related to wages, salaries and benefits;

(b) discipline, unless the individual affected requests that the meeting be open to the public;

(c) collective bargaining;

(d) litigation and communications respecting solicitor-client relationships, including legal opinions and advice;

(e) proposed or actual contracts with persons proposing or holding conventions, meetings, receptions, trade shows, conferences or events of any kind; and

(f) such other matters as the council may determine.

16. This Act comes into force on the day it receives Royal Assent. Commence-
ment

17. The short title of this Act is the *City of Hamilton Act, 1982*. Short title

HAMILTON PLACE - PROGRAM POLICY

ACT OF INCORPORATION

"To maintain, operate and manage the Theatre-Auditorium in the public interest..... to provide theatrical services and facilities of every kind within the City of Hamilton.....to promote, produce or present the performing arts, including theatrical, dramatic, music and artistic works.....to appoint, hire or otherwise engage officers, servants, employees, agents, performers or others as it requires to perform its duties."

June 27, 1974 Policy Statement Approved By the Board of Directors

It shall be the general policy of the corporation to provide a balanced program in this public facility so as to ensure and maintain public interests and usage, constantly aware of the need for exploration of new avenues of presentation and, where necessary, even acting as the stimulus for performances which could not otherwise be available to the cultural and/or development of the community.

Overall programming should be balanced in nature exploring the widest possible variety of tastes.

June 29, 1978

The existing programming policy of Hamilton Place was reviewed by the Board of Directors and it was agreed that the programming policy should remain as they are with a continuing effort to reduce costs.

General Manager's Report on Programming dated April 8, 1979

- the program policies of Hamilton Place affect the social, cultural and educational lives of the citizens of the community.

- the changes in program balance is partially dictated by public acceptance and partially by product availability - the public wants more of the big name performers.

- at the present time a fair balance of rock and roll concerts is offered to the public and we do not want a reputation as a "Rock House".

- we are filling our mandate of presenting a wide choice of entertainment to the community.

- outside promoters tend to present the "safe" attractions, i. e. rock, folk, ethnic, big name and some country and western and variety.

to fulfil our mandate to present a varied and balanced program such as musicals, drama, dance, children's theatre, and international stars, Hamilton Place cannot depend on outside commercial promoters - this commitment to "balance programming" suggests also that Hamilton Place is responsible for the "risk" attractions, such as musicals and drama which may lose large amounts of money. This risk has been increased by the pledge to provide a higher presentation level, first class national and international companies, and not the bus and truck standard of the first two seasons.

PRELIMINARY PROGRAMMING GUIDELINES

These guidelines are presented in this, a preliminary state, in order to encourage the discussion of the Board of Directors, with a view to establishing policy in the area of programming.

As background, I would refer you to the following documentation which you should already possess:

1. Bill Pr29, City of Hamilton Act, 1972, which established the Hamilton Performing Arts Corporation, Inc., and contains the objects of the Corporation.
2. Operation Guidelines of the Hamilton Performing Arts Corporation, Inc. approved by the Board of Directors, July 21, 1972.
3. Report of the Opening Festival Committee Chairman, G. Carruth, to the Board of Directors, October 25, 1973.
4. Brief to the Board of Directors on the Opening Festival by M. Maurer, October 24, 1973.
5. Report to the Board of Directors re Educational Program Opening Festival, W. D. Manson, December 12, 1973.

This draft should be understood within the context of two underlying principles:

1. Responsibility for programming attractions lies with the General Manager.
2. During this early stage of development, much will be experimental while the public acceptance of programming is explored, clarified, and developed.

"It shall be the general policy of the Corporation to provide balanced programming in this public facility so as to ensure and maintain public interest and usage, constantly aware of the need for exploration of new avenues of presentation and, where necessary, even acting as the stimulus for performances which could not otherwise be available to the cultural and/or development of the community."

"It shall be the general policy of the Board of Management/Directors of the Corporation not to act in the role of censor or arbitrator of public taste."

"It shall be the policy of the Board of Management/Directors that while exerting every effort to make the facility a place for all people, to maintain constant vigilance which will generate maximum tolerable revenues to offset financial deficits to the public coffers." *

1. Overall programming should be balanced in nature, exploring the widest possible variety of tastes.
2. Special programming of first rate quality should be offered to young people, of all ages, in the area of theatre and music. Special emphasis should be placed on the 'educational' type programmes which are offered through school boards for their students. (cf. Opening Festival)
3. Programming of special interest to seniors should be provided as part of the overall programming scheme.
4. Special student and senior prices should be charged wherever contractual agreements do not preclude it, and where the attraction is deemed to be of special merit or attraction to these groups.
5. Possibilities of an annual 'festival' should be explored with the City of Hamilton Celebrations Committee.
6. The Hamilton Performing Arts Corporation should actively encourage amateur theatre companies to perform in Hamilton Place. (through the Board, a Committee, or professional staff???)
7. In the 1974-75 season, at least one subscription series should be established on an experimental basis.

February 17, 1974

Marnie Paikin

1. General programming results in relation to the 1971-1972 period.

2. Specific programming results in relation to the 1971-1972 period.

3. Programming of special interest in relation to the 1971-1972 period.

4. Special interest in relation to the 1971-1972 period.

5. Results of the 1971-1972 period.

6. The 1971-1972 period.

7. Results of the 1971-1972 period.

8. Results of the 1971-1972 period.

9. Results of the 1971-1972 period.

10. Results of the 1971-1972 period.

11. Results of the 1971-1972 period.

12. Results of the 1971-1972 period.

13. Results of the 1971-1972 period.

14. Results of the 1971-1972 period.

15. Results of the 1971-1972 period.

16. Results of the 1971-1972 period.



Hamilton Place Task Force

**Subject: Financial Impact of Arts Groups
being charged Commercial Rates**



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR INFORMATION

MEMO: HAMILTON PLACE TASK FORCE COMMITTEE

FROM: Mr. J. A. Leuser, C.A.
Director of Finance
and Administration

DATE: August 30, 1990

SUBJECT: FINANCIAL IMPACT OF ARTS GROUPS BEING CHARGED COMMERCIAL RATES

RECOMMENDATION

That the attached report on the financial impact of arts groups being charged commercial rates be received for information.

BACKGROUND

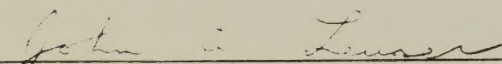
At the Hamilton Place Task Force meeting of August 23, 1990, the Committee requested a report quantifying what the financial impact would have been if the arts groups had been charged commercial rates.

The attached report outlines the following:

Office rental rates are under market rates by	\$11,508.84
---	-------------

Rental revenues for the Great Hall and Studio Theatre would have increased by \$77,749 if commercial rates had been charged various arts groups	<u>\$77,749.00</u>
---	--------------------

TOTAL APPROXIMATE IMPACT	<u>\$89,257.84</u>
---------------------------------	---------------------------


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

/dcr

Attachment

HAMILTON PLACE
TENANT OFFICE RENTAL RATES
1990

TENANT	RATE CHARGED PER SQ. FOOT	MARKET RATE PER SQ. FOOT	RENTAL (UNDER) MARKET
HAMILTON & REGION ARTS COUNCIL	10.91	13.50	(2.59)
OPERA HAMILTON	10.91	13.50	(2.59)
BACH ELGAR CHOIR	10.91	13.50	(2.59)
HAMILTON PHILHARMONIC ORCHESTRA	10.91	13.50	(2.59)
GERITOL FOLLIES	6.50	8.00	(1.50)
	MONTHLY RATE	MONTHLY MARKET RATE	RENTAL (UNDER) MARKET
HAMILTON & REGION ARTS COUNCIL	690.97	855.00	(164.03)
OPERA HAMILTON	836.43	1,035.00	(198.57)
BACH ELGAR CHOIR	430.95	533.25	(102.30)
HAMILTON PHILHARMONIC ORCHESTRA	1,818.33	2,250.00	(431.67)
GERITOL FOLLIES	270.83	333.33	(62.50)
	YEARLY RATE	YEARLY MARKET RATE	RENTAL (UNDER) MARKET
HAMILTON & REGION ARTS COUNCIL	8,291.64	10,260.00	(1,968.36)
OPERA HAMILTON	10,037.16	12,420.00	(2,382.84)
BACH ELGAR CHOIR	5,171.40	6,399.00	(1,227.60)
HAMILTON PHILHARMONIC ORCHESTRA	21,819.96	27,000.00	(5,180.04)
GERITOL FOLLIES	3,249.96	3,999.96	(750.00)
	48,570.12	60,078.96	(11,508.84)

NOTE: The market value rates were obtained from the City's Real Estate Department as per their memo of December 8, 1989.

HAMILTON PLACE
COMPARISON OF RENTAL REVENUE CHARGED
TO THAT COMPUTED AT COMMERCIAL RATES
FOR 1989

HAMILTON PHILHARMONIC ORCHESTRA

DATE	EVENT	RENTAL RECEIVED	RENTAL AT COMMERCIAL RATES	RENTAL (UNDER) COMMERCIAL RATES
JAN 8-9	CELEBRITY #5	3,500	3,500	0.00
JAN 22	SUNDAE SYMPHONY	1,750	1,750	0.00
JAN 28-29	POPS #4	3,500	5,409	(1,909.00)
FEB 5-6	CELEBRITY #6	3,500	3,500	0.00
FEB 13-16	CHILDREN'S CONCERTS	7,000	7,000	0.00
FEB 12	REHEARSAL	100	200	(100.00)
FEB 26	SUNDAE SYMPHONY	1,750	1,750	0.00
MAR 5-6	CELEBRITY #7	3,500	3,500	0.00
MAR 11-12	POPS #5	3,500	5,609	(2,109.00)
APR 2-3	CELEBRITY #8	3,500	3,500	0.00
APR 8-9	POPS #6	3,500	5,706	(2,206.00)
APR 7	REHEARSAL	100	200	(100.00)
MAY 1-2	CELEBRITY #9	3,500	3,500	0.00
MAY 6-7	POPS #7	3,500	5,931	(2,431)
MAY 14	CALGARY PHILHARMONIC	1,750	1,750	0
JUNE 3-4	POPS #8	4,375	5,431	(1,056)
OCT 3-4	CELEBRITY #1	3,670	3,670	0
OCT 14-15	POPS #1	4,120	7,493	(3,373)
NOV 1-2	CELEBRITY #2	3,670	3,670	0

HAMILTON PLACE
COMPARISON OF RENTAL REVENUE CHARGED
TO THAT COMPUTED AT COMMERCIAL RATES
FOR 1989

HAMILTON PHILHARMONIC ORCHESTRA

DATE	EVENT	RENTAL RECEIVED	RENTAL AT COMMERCIAL RATES	RENTAL (UNDER) COMMERCIAL RATES
NOV 6-9	CHILDREN'S CONCERTS	4,588	4,588	0
NOV 18-19	POPS #2	4,120	7,389	(3,269)
NOV 19	REHEARSAL	100	200	(100)
DEC 5-6	CELEBRITY #3	3,670	3,670	0
DEC 8-10	MESSIAH	5,505	6,387	(882)
DEC 15-17	POPS #3	4,120	5,657	(1,537)
			TOTAL	(19,072)

HAMILTON PLACE
COMPARISON OF RENTAL REVENUE CHARGED
TO THAT COMPUTED AT COMMERCIAL RATES
FOR 1989

DATE	EVENT	RENTAL RECEIVED	RENTAL AT COMMERCIAL RATES	RENTAL (UNDER) COMMERCIAL RATES
JAN 16-20	GERITOL FOLLIES	11,900	11,900	0
JUNE 19-23	GERITOL FOLLIES	11,928	11,928	0
			TOTAL	0
	<u>OPERA HAMILTON</u>			
FEB 1-4	POPERA III	4,375	10,787	(6,412)
APR 17-29	OPERA	23,100	29,512	(6,412)
SEPT 21-23	I DUE FOSCARI	24,200	31,847	(7,647)
DEC 2-4	OPERA	31,900	39,986	(8,086)
			TOTAL	(28,557)
	<u>THEATRE AQUARIUS</u>			
JAN 4-FEB 4	HOPE CHANCE	10,640	13,589	(2,949)
FEB 22-MAR 25	SHERLOCK'S LAST CASE	10,830	14,965	(4,135)
APR 12-MAY 13	MY DARLING JUDITH	10,640	14,137	(3,497)
SEPT 25-OCT 21	NIGHT OF THE IGUANA	11,200	20,971	(9,771)
NOV 8-DEC 9	CECIL & CLEOPAYTRA	11,600	16,058	(4,458)
			TOTAL	(24,810)

HAMILTON PLACE
COMPARISON OF RENTAL REVENUE CHARGED
TO THAT COMPUTED AT COMMERCIAL RATES
FOR 1989

DATE	EVENT	RENTAL RECEIVED	RENTAL AT COMMERCIAL RATES	RENTAL (UNDER) COMMERCIAL RATES
	<u>BACH ELGAR CHOIR</u>			
FEB 11	BACH ELGAR CHOIR	1,750	1,750	0
APR 15	BACH ELGAR CHOIR	1,750	1,750	0
MAY 27	NIGHT AT THE PROMS (BACH ELGAR CHOIR)	1,750	2,124	(374)
NOV 4	BACH ELGAR CHOIR	1,835	1,835	0
DEC 12	BACH ELGAR CHOIR	1,835	1,835	0
			TOTAL	<u>(374)</u>
	<u>MISCELLANEOUS</u>			
APR 4	HALTON SHOWCASE	1,750	1,750	0
MAY 20-21	CROATIAN FESTIVAL	3,850	3,850	0
MAY 28	POLISH SINGERS	1,835	1,835	0
JUNE 1-10	HOW COULD YOU MRS. DICK/ THEATRE TERRA NOVA	0	4,936	(4,936)
SEPT 16	FESTITALIA	2,200	2,200	0
OCT 2	MODA MUSICA	1,885	1,885	0
NOV 10	MCMASTER CONVOCATION	1,835	1,835	0
			TOTAL	<u>(4,936)</u>



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

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Fax 416/527-6856

CAYON HBLV89 A35

URBAN/MUNICIPAL

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, October 19, 1990

8:00 A.M.

HAMILTON PLACE

Board Room

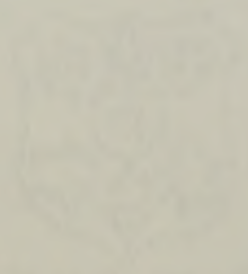
ORDER OF BUSINESS REGULAR AGENDA

DECLARATION OF CONFLICT OF INTEREST

1. **Opening Remarks**
2. **Correspondence**
 - 2.1 September 21, 1990 Memorandum from
Mr. R. Hooker to Alderman G. Copps :
For Information Only Attachment 2.1
3. **Regular Minutes of September 21, 1990** Attachment 3
 - 3.1 Errors or Omissions
 - 3.2 Motion to Approve
4. **Business Arising From the Minutes**
5. **Committee Reports/Minutes**
 - 5.1 Finance and Administration Sixth Report Attachment 5.1
 - 5.1.1 Finance and Administration Committee
Minutes of September 12, 1990 Attachment 5.1.1

2

James
COLLIER



1863

SALE OF THE ESTATE

**Regular Agenda
October 19, 1990
Page Two**

- | | | |
|-------|--|------------------|
| 5.2 | Operations Committee Fourth Report | Attachment 5.2 |
| 5.2.1 | Operations Committee Minutes
of July 25, 1990 | Attachment 5.2.1 |
| 5.3 | Marketing and Sales Committee
Fourth Report | Attachment 5.3 |
| 5.3.1 | Marketing and Sales Committee Minutes
of July 27, 1990 | Attachment 5.3.1 |
| 6. | New Business | |
| 7. | Other Business | |
| 8. | Date of Next Meeting | |
| | November 16, 1990
8:00 A.M.
HAMILTON PLACE, Board Room | |
| 9. | Adjournment | |

October 15, 1990
Patricia Bennett
Secretary to the Board of Directors

OUTSTANDING BUSINESS

- (i) Amalgamation of Arena\Trade Centre Foundation
and Hamilton Place Foundation

2.2. Operation Committee Report: Report
2.2.1. Operation Committee Minutes
of July 22, 1980

2.3. Marketing and Sales Committee
2.3.1. Marketing and Sales Committee Minutes
of July 22, 1980

3. Other Business

4. Date of Next Meeting
November 18, 1980
8:00 A.M.

5. Adjournment

October 12, 1980
James Brown
Secretary to the Board of Directors

OUTSTANDING BUSINESS

1. Amendment of Articles/Trade Name Foundation
and Hamilton Place Foundation

2.1

Correspondence

September 21, 1990 Memorandum from Mr. Hooker to Alderman G. Copps

For Information Only

OFFICE OF THE CITY SOLICITOR

MEMORANDUM

TO: Alderman G. Copps
Alderman, Ward 4
Aldermen's Office

YOUR FILE:

FROM: Philip R. A. Hooker
Manager of Legal Services
Office of the City Solicitor

OUR FILE: 90-2.30
90-2.30.1
90-2.30.1(a)
281-1.0

PHONE: (416) 546-4684

SUBJECT: H.E.C.F.I.

DATE: 1990 September 21

I regret the delay - caused by several pressing matters - in replying to your oral request of August 14, 1990. My memo of August 27, 1990 to you enclosed therein the City of Hamilton Act, 1985 and the 1988 amending Act.

Section 27(1) enables the City Council to require the H.E.C.F.I. Corporation to make reports or provide information to Council "on any (H.E.C.F.I.) matter".

Thus, unless (a majority of) Council requires H.E.C.F.I. to report to it, H.E.C.F.I. does not have to respond to individual or isolated inquiries from Council members.

The relevant (unchanged) sections of The City of Hamilton Act, 1985 (hereinafter called "the Act", for ease of reference) are 19, 20, 21, 22, 23, 24, 26, 27, 29, 32 in regard to finances and budgets. For your convenience of reference, attached please find a further, clean copy of the Act.

I believe Mr. John Leuser (pronounced Loy-ser) is H.E.C.F.I.'s Director of Finance & Administration and he would work very closely with the City Treasurer, Mr. E. C. Matthews, in regard to annual current and capital budget matters as well as in regard to special money items, discussed below.

The following sections seem self-explanatory: 19, 22, 23, 24, 26, 29, 32.

Section 20(1) means that once City Council approves H.E.C.F.I.'s annual budget, there can be no unusual, extraordinary or abnormal expense incurred or paid by H.E.C.F.I. without Council's specific approval thereof.

Subsection (2) of section 20 indicates that final and sole approval of H.E.C.F.I.'s budget lies with Council, which is not required to approve H.E.C.F.I.'s requests and may change H.E.C.F.I.'s budget.

Section 21's subsection (1) is similar in content to section 20, subsection (1), i.e. H.E.C.F.I. cannot legally incur debt, except as authorized, in this case, by the rest of section 21.

Subsection (2) of section 21 is to the effect that, once Council approves H.E.C.F.I.'s budget, H.E.C.F.I. may use those monies "for the carrying out of its purposes and objects [contained in sections 2 and 3 of the Act] and for the conduct of its affairs and the exercise of its powers [secs. 6,8] under this Act..." Please note the statutory constraints imposed by this wording. The emphasis here is on the regularity or normality of H.E.C.F.I.'s stated fields of operation and consequent, normal financial debts and disbursements.

Subsection 3 of section 21 allows H.E.C.F.I. latitude to incur special indebtedness or obligations and spend additional, non-budgeted monies, if the approval of City Council is first obtained. Example: 1989 Council approval to spend money/incur debt for NHL consultant contract.

Subsection (4) of section 21 is self-explanatory.

Subsection (5) is important and applies in cases where a proposed H.E.C.F.I. debt would be financed over a term beyond that of the current City Council in such cases, approval of the Ontario Municipal Board for the proposed financing must be obtained before commitments of any kind are entered into. The exception is with regard to H.E.C.F.I. personnel salaries only: section 21(6).

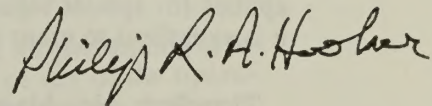
Sections 23, 24, 25, 26, 27 deal with H.E.C.F.I.'s financial accountability to the City Council or its agents (City Treasurer, City auditor). Under section 27, Council can require H.E.C.F.I. to report to it "on any matter" [27(1)(b)] "within the time specified by Council" [27(2)(b)] and that time could be very short, e.g. as little as a couple of days, for instance.

In general, the declared intention behind the establishment of H.E.C.F.I. was to set up an independent, autonomous corporation, run by its own Board of Directors, to manage, operate and conduct the usual business of conventions, shows, theatrical performances, etc. (Act preamble and sections 2, 3, 7, 9, etc.), so that City Council would not have to do so through a standing committee. As noted in detail herein, however, the Act requires considerable accountability by the H.E.C.F.I. Board to Council in respect to annual budgets (sec. 20(b)), with regard to non-budgeted, proposed expenditures (sec. 21(3)), with regard to profits received (sec. 32), in regard to hiring or engagement of senior personnel positions (sec. 16), and generally, at the request of Council, on any matter (sec. 27).

Also enclosed, please find copies of:

1. By-law 89-31 (naming current appointees to H.E.C.F.I.'s Board of Directors);
2. Mr. P. M. Eker's memo of September 17, 1987, setting out the history of changes in Board composition/numbers; and
3. Council resolution of February 27, 1990, to change number of directors again. The special legislation therefor is being drafted and processed.

I trust this memo will be of assistance to you. You may wish to provide copies to the City Clerk and City Treasurer for their views also.



Philip R. A. Hooker
Manager of Legal Services

PRAH:sr
Enc.

c.c. Ms. P. Noé Johnson, City Solicitor

Bill Pr34

1985

An Act respecting the City of Hamilton

Whereas The Corporation of the City of Hamilton considers it desirable to establish a corporation to maintain, operate, manage, market and promote Hamilton Place, the Hamilton Convention Centre and the Victor K. Copps Trade Centre-Arena as social, cultural, educational and recreational facilities for the benefit of the City and the people of the City of Hamilton and in the public interest; and whereas the applicant hereby applies for special legislation for such purposes; and whereas it is expedient to grant the application;

Preamble

Therefore, Her Majesty, by and with the advice and consent of the Legislative Assembly of the Province of Ontario, enacts as follows:

1. In this Act,

Definitions

"board" means the board of directors of the corporation;

"City" means The Corporation of the City of Hamilton;

"Convention Centre" includes the enterprise, structure and necessary interest in land appurtenant thereto located on the south side of King Street West known as "Hamilton Convention Centre" in Lloyd D. Jackson Square in the City of Hamilton;

"corporation" means The Hamilton Entertainment and Convention Facilities Inc. as established by this Act;

"council" means the council of the City;

"director" means a person who is a member of the board;

"Theatre-Auditorium" includes the enterprise, structure and necessary interest in land appurtenant thereto located on the north side of Main Street West known as "Hamilton Place" in Lloyd D. Jackson Square in the City of Hamilton;

"Trade Centre-Arena" includes the enterprise, structure and necessary interest in land appurtenant thereto located at the southeast corner of Bay Street North and York Boulevard known as the "Victor K. Copps Trade Centre-Arena" in Lloyd D. Jackson Square in the City of Hamilton.

Corporation
established

2.—(1) There is hereby established a corporation without share capital under the name of "The Hamilton Entertainment and Convention Facilities Inc.".

Purposes

(2) The principal purposes of the corporation are to maintain, operate, manage, market and promote the Theatre-Auditorium, the Convention Centre and the Trade Centre-Arena for the benefit of the City and the people of the City of Hamilton and in the public interest for the objects of the corporation.

Objects

3.—(1) The objects of the corporation are,

- (a) to provide facilities and services for performing arts, including the carrying on of all or any of the operations of a theatre, music hall, concert hall, ballroom and cinema;
- (b) to provide and present educational, social and cultural activities related to the arts or otherwise;
- (c) to establish educational facilities and provide instruction in all areas of the arts;
- (d) to present, produce, manage and conduct performances in the performing arts, including plays, dramas, comedies, operas, revues, promenades and other concerts, musicals and other pieces, ballet shows, exhibitions, variety and other entertainment;
- (e) to provide facilities and services for amusement and entertainment activities; and
- (f) to provide facilities and services for the holding of conventions, meetings, receptions, conferences, exhibitions, displays, sporting events, trade shows and events of every kind.

Idem

(2) The corporation may carry out its objects anywhere in the City of Hamilton.

Head office

4.—(1) The corporation shall have its head office at the City of Hamilton.

(2) The corporation shall have a corporate seal upon which its corporate name shall appear. Seal

5. Section 21 of the *Business Corporations Act, 1982* applies with necessary modifications to oral and written contracts entered in the name of or on behalf of the corporation before the day this Act comes into force. Application of 1982, c. 4, s. 21

6. The corporation has the capacity and, subject to this Act, the rights, powers and privileges of a natural person. Powers

7.—(1) The maintenance, operation and management of the real property owned by the City, comprised in the Theatre-Auditorium, the Convention Centre and the Trade Centre-Arena, are hereby entrusted to the corporation for the purposes and objects thereof. Management of real property

(2) Notwithstanding subsection (1), the City may assume the maintenance, operation and management of the real property or any part thereof entrusted to the corporation and the corporation is thereafter divested of its responsibilities in relation to the real property so assumed, as the City may determine. Assumption by City

8. The corporation shall not acquire or hold any interest in real property. No power to acquire real property

9.—(1) The corporation shall have a board of directors who shall manage, supervise and conduct the affairs of the corporation in accordance with the purposes and objects of the corporation. Board of directors

(2) The board shall be composed of, Composition

(a) the mayor of the City who shall be a director by virtue of office; and

(b) thirteen other members appointed by the council of whom,

(i) four shall be members of council, and

(ii) nine shall not be members of council.

(3) The directors appointed under subclause (2) (b) (i) shall be appointed for a term of office not exceeding their term of office as members of council. Term of office

(4) Directors appointed under subclause (2) (b) (ii), other than directors designated under subsection (5) to retire in Idem *delete*

12.—(1) The board shall hold at least nine monthly meetings each year. Monthly meetings

(2) A majority of members of the board may requisition a special meeting of the board by serving a copy of the requisition on the chairman or a vice-chairman of the board. Special meetings

(3) The chairman of the board may call a special meeting of the board at any time whether or not he or she has received a requisition under subsection (2). Idem

(4) Every meeting of the board shall be called upon service by the secretary of the corporation of a written notice of meeting upon each director not later than two days preceding the date and time for the meeting, specifying the purpose of the meeting. Notice

13.—(1) The board, Committees

(a) shall appoint a committee for each of the Theatre-Auditorium, the Convention Centre and the Trade Centre-Arena; and

(b) may appoint such other committees as it may determine.

(2) Each committee appointed under clause (1) (a) may at any time file a report with the clerk of the City and council shall consider the report. Power to report

(3) After considering a report under subsection (2), the council may make recommendations to the board and the board shall consider the recommendations. Council recommendations

(4) Each committee appointed under subsection (1) shall be composed of not less than three members of the board and shall perform such duties and undertake such responsibilities as the board specifies and shall report to the board. Duties

14.—(1) A record of all meetings of the board shall be maintained in a book kept for that purpose. Records

(2) All minutes, orders, directions and proceedings shall be entered in the book. Minutes, etc.

(3) All minutes shall be signed by the person who is chairman of the meeting and by the secretary of the corporation and shall be impressed with the corporation's seal over the signatures. Signing

Committees (4) Subsections (1), (2) and (3) apply with necessary modifications to committees of the board.

Secretary **15.** The board shall appoint a secretary of the corporation who shall,

- (a) give notice of meetings of the board;
- (b) keep all minutes of meetings and proceedings of the board;
- (c) submit to the board at each of its meetings the minutes of the next preceding meeting of the board; and
- (d) perform such duties, in addition to those set out in clauses (a), (b) and (c), as the board may from time to time direct.

Personnel **16.—**(1) The corporation may, in accordance with practices and procedures approved by council,

- (a) appoint, hire or otherwise engage officers, employees, agents or others;
- (b) determine the qualifications, responsibilities, duties and positions and terms and conditions of employment or service of persons appointed, hired or otherwise engaged by the corporation, including those employed under section 17;
- (c) establish classifications for persons appointed, hired or otherwise engaged by the corporation, including those employed by the corporation under section 17, and reclassify, transfer or promote any such person;
- (d) determine the remuneration, salaries and benefits of, and any payments to, officers, servants, agents or others; and
- (e) suspend, discharge or otherwise terminate employment or services.

Senior
positions

(2) The council, for the purposes of this section, may define the positions that are senior personnel positions and no person shall be appointed, hired or otherwise engaged to fill a senior personnel position until the approval of council has been obtained.

17.—(1) Notwithstanding clause 16 (1) (a), the employees of The Hamilton Performing Arts Corporation, Inc. and The Hamilton Place Convention Centre, Inc., who were employed by each of those corporations on the day preceding the day this Act comes into force, shall be offered first employment with the corporation.

Offer of
employment

(2) Notwithstanding clause 16 (1) (b), a person who accepts employment offered under subsection (1) shall be entitled to receive remuneration and benefits not less than the person was receiving on the day before the day on which this Act comes into force.

Previous
salary,
wages,
benefits

(3) Any person who accepts employment under subsection (1) shall be entitled to receive during the first year of employment with the corporation holidays with pay equivalent to those which the person would have been entitled to if the person had remained in the employment of The Hamilton Performing Arts Corporation, Inc. or The Hamilton Place Convention Centre, Inc.

Holidays

(4) Every person who is a part of a bargaining unit, as recognized by the existence of a collective agreement or agreements between The Hamilton Performing Arts Corporation, Inc. and a union, shall be deemed to be employed by the corporation on the date this Act comes into force pursuant to the terms and conditions of employment as set out in the collective agreement or agreements and the corporation shall be bound by, and be deemed a party to, the collective agreement or agreements as of the date this Act comes into force.

Existing
collective
agreements

(5) The corporation and the union shall be deemed to have acquired the rights, privileges and duties of The Hamilton Performing Arts Corporation, Inc. and the union, respectively, under the *Labour Relations Act* and the collective agreement or agreements between The Hamilton Performing Arts Corporation, Inc. and the union.

Rights,
privileges
and duties of
corporation
and union
R.S.O. 1980,
c. 228

(6) Subject to any collective agreement, nothing in this section prevents the corporation from terminating the employment of an employee for cause.

Termination
of
employment

18.—(1) Subject to section 16, the board shall appoint a managing director who shall be the chief executive officer of the corporation.

Managing
director

(2) The managing director shall not be a member of the board.

Idem

- Idem (3) The board shall by by-law or resolution define the duties of the managing director for the proper conduct of the business of the corporation.
- Budget **19.**—(1) The corporation shall prepare or cause to be prepared annually a detailed budget of estimated revenue and expenditure as the City treasurer may require.
- Budget details (2) The corporation, in such manner as the council may require, shall provide in the budgets submitted to council all financial details of revenues and expenditures including expense accounts, expenses incurred, remuneration, salaries and any other information that council may require.
- Submission to council (3) The corporation shall submit the estimates to council as required.
- Annual report (4) The corporation shall cause to be prepared an annual report which shall include audited financial statements.
- Submission to council (5) The corporation shall submit the annual report to council as required.
- Fiscal period (6) The fiscal period of the corporation shall be the same as the fiscal period of the City.
- Annual budget **20.**—(1) The annual budget of the corporation shall be subject to the approval of council, and, except with the approval of council, no obligation other than normal operating expenses may be incurred or expenditure made by the corporation before approval of the budget.
- Approval (2) Council is not obligated to approve the budget of the corporation or any part thereof and may make such changes to the budget as it determines.
- Limitation on powers **21.**—(1) The corporation shall not incur any indebtedness or obligation, whether contingent or otherwise, or expend any moneys except as authorized by this section.
- Authorized expenditure (2) Within the limits of its budget, as approved by council, the corporation may incur indebtedness and other obligations and expend money for the carrying out of its purposes and objects and for the conduct of its affairs and the exercise of its powers under this Act, including all expenses necessarily incurred in connection therewith.
- Savings (3) Notwithstanding subsection (2), the corporation may, with the approval of council, incur indebtedness and other

obligations and expend moneys in excess of the approved budget for any fiscal period.

(4) Notwithstanding subsection (2), no bonus or like sum of money or any other benefit in substitution thereof shall be paid to any person. Bonus

(5) Where any indebtedness or obligation proposed to be incurred would extend beyond the term of council then in office, the approval of council to the incurring of the indebtedness or obligation shall be subject to section 149 of the *Municipal Act* and to sections 64 and 65 of the *Ontario Municipal Board Act* as though the giving of the approval were the incurring of a debt or obligation or the making of an expenditure by the City. O.M.B.
approval

R.S.O. 1980,
cc. 302, 347

(6) Subsection (5) does not apply where the corporation is exercising its powers under section 16 or 17 in respect of the appointment, hiring and paying of its officers, servants and employees. Exception

22.—(1) The corporation shall provide the City with monthly statements of, Monthly
statements

- (a) revenues and expenditures;
- (b) profit and loss; and
- (c) such financial matters or operating expenditures as council may require.

(2) The statements referred to in subsection (1) shall be in such form as the City treasurer may require. Idem

23.—(1) The corporation shall keep or cause to be kept proper books of account and accounting records with respect to all financial and other transactions of the corporation, including, and without limiting the generality of the foregoing, Accounting
records

- (a) records of all sums of money received from any source whatsoever and disbursed in any manner whatsoever; and
- (b) records of all matters with respect to which receipts and disbursements take place in consequence of the maintenance, operation and management of the corporation.

City treasurer (2) The corporation shall keep or cause to be kept and maintained all such books of accounts and accounting records as the City treasurer may require.

Examination
of
books, etc.

24. The corporation shall make all of its books and records available at all times to such persons as the council may require and shall provide certified true copies of such minutes, documents, books, records or any other writing as council may require.

Inventory of
personal
property

25.—(1) The corporation shall, in accordance with good business practice, keep and maintain an accurate inventory of its personal property and provide council with an inventory thereof as council may require.

Idem

(2) The inventory shall include separate inventories of the personal property for the Theatre-Auditorium, the Convention Centre and the Trade Centre-Arena.

Auditor

26. The accounts and transactions of the corporation shall be audited by the auditor of the City.

Information,
etc.

27.—(1) The council may require the corporation,

(a) to provide information, records, accounts, agendas, notices or any paper or writing; and

(b) to make a report on any matter,

as council determines, relating to the carrying out of the purposes and objects of the corporation.

Filing of
reports, etc.

(2) The corporation shall,

(a) file with the City clerk all such information, records, accounts, agendas, notices, paper and other materials as council may require; and

(b) make such reports within the time specified by council and containing such content as council may require.

Deemed not
to
be a local
board
R.S.O. 1980,
c. 348

28. Except for the purposes of the *Ontario Municipal Employees Retirement System Act*, the corporation shall be deemed not to be a local board of the City.

Open
meetings

29.—(1) The meetings of the board and the corporation shall be open to the public and no person shall be excluded

from a meeting except for improper conduct as determined by the board.

(2) Notwithstanding subsection (1), meetings of the board may be held *in camera* in respect of, Exceptions

- (a) personnel matters, including matters related to wages, salaries and benefits;
- (b) discipline, unless the individual affected requests that the meetings be open to the public;
- (c) collective bargaining;
- (d) litigation and communications respecting solicitor-client relationships, including legal opinions and advice; and
- (e) proposed or actual contracts with persons and the financial results thereof, proposing or holding conventions, meetings, receptions, trade shows, conferences or events of any kind.

30.—(1) Subject to subsection (2), every director or officer of the corporation and his or her heirs, executors, administrators and other legal personal representatives may from time to time be indemnified and saved harmless by the corporation from and against, Indemnification

- (a) any liability and all costs, charges and expenses that he or she sustains or incurs in respect of any action, suit or proceeding that is proposed or commenced against him or her for or in respect of anything done or permitted by him or her in respect of the execution of the duties of his or her office; and
- (b) all other costs, charges and expenses that he or she sustains or incurs in respect of the affairs of the corporation.

(2) No director or officer of the corporation shall be indemnified by the corporation in respect of any liability, costs, charges or expenses that he or she sustains or incurs in or about any action, suit or other proceeding as a result of which he or she is adjudged to be in breach of any duty or responsibility imposed upon him or her under this or any other statute unless, in an action brought against him or her in his or her capacity as director or officer, he or she has achieved complete or substantial success as a defendant. Limitation

Insurance

(3) The corporation may purchase and maintain insurance for the benefit of a director or officer thereof, except insurance against a liability, cost, charge or expense of the director or officer incurred as a result of his or her failure to exercise the powers and discharge the duties of his or her office honestly, in good faith and in the best interests of the corporation, exercising in connection therewith the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

Corporation deemed not to be tenant or carrying on business for purposes of R.S.O. 1980, c. 31

31. For the purposes of the *Assessment Act*, the corporation shall be deemed not to be,

- (a) a tenant or lessee that is liable to taxation; or
- (b) occupying the Theatre-Auditorium, the Convention Centre or the Trade Centre-Arena for the purpose of or in connection with the carrying on of business.

Profits

32.—(1) The City shall be entitled to receive any profits resulting from the operations of the corporation and shall be responsible for any deficit incurred by the corporation.

Idem

(2) For the purpose of subsection (1), the City may determine what constitutes profits.

Claims, etc.

33. All claims, accounts, demands, suits-at-law or causes of action arising from or relating to the objects of the corporation or from the exercise of any of the powers of the corporation shall be made upon and brought against the corporation and not upon or against the City.

Dissolution

34. Upon the dissolution of the corporation and upon the payment of all debts and liabilities, its remaining property vests in the City.

Dissolution of existing corporations and transition

35. The Hamilton Performing Arts Corporation, Inc. and The Hamilton Place Convention Centre, Inc. are hereby dissolved and all their assets and liabilities become, on the date this Act comes into force, the assets and liabilities of the corporation subject to the following:

1. Where an agreement has been entered into by The Hamilton Performing Arts Corporation, Inc., the corporation shall stand in place and stead of The Hamilton Performing Arts Corporation, Inc. in respect only of the Theatre-Auditorium.
2. Where an agreement has been entered into by The Hamilton Place Convention Centre, Inc., the cor-

poration shall stand in place and stead of The Hamilton Place Convention Centre, Inc. in respect only of the Convention Centre.

36. The following are repealed:

Repeals

1. *The City of Hamilton Act, 1972*, being chapter 178.
2. Section 3 of *The City of Hamilton Act, 1975*, being chapter 97.
3. *The City of Hamilton Act, 1977*, being chapter 87.
4. *The City of Hamilton Act, 1980*, being chapter 99.
5. *The City of Hamilton Act, 1982*, being chapter 72.

37. This Act comes into force on the day it receives Royal Assent. Commence-
ment

38. The short title of this Act is the *City of Hamilton Act, 1985*. Short title

1987 September 17

MEMO TO: File No. 90-2.33

FROM: P. M. Eker

SUBJECT: H.E.C.F.I. - Private Legislation - Change
in Composition of Board of Directors

1. The City of Hamilton Act, 1985, S.9(2)
 - o Mayor
 - o 4 members of Council
 - o 9 non-members of Council
2. Resolution adopted by Council on December 9, 1986
 - o Mayor
 - o 7 members of Council
 - o 6 non-members of Council
3. Resolution adopted by Council on March 10, 1987
 - o Mayor
 - o 7 members of Council
 - o 9 non-members of Council

P. M. Eker.

PME:js

Sub-joined is a certified true copy of a resolution adopted by City Council at its meeting held 1990 February 27.

It was moved by Alderman Drury and seconded by Alderman Gallagher.

RESOLVED: that the City of Hamilton Act, 1985, Sec. 9(2)(6)(i), Governing HECFI, be amended to reduce the composition of Aldermen appointees from 7 to 4, and that the City Solicitor be authorized and directed to make application for the necessary legislation.

It was moved by Alderman Gallagher and seconded by Alderman Cooke.

RESOLVED: that the Motion of Alderman Drury, relating to the composition of the HECFI Board, be amended by adding the following:

"That this amendment be effective January, 1, 1992." -

YEAS: Aldermen Cooke, McCulloch, Hinkley, Drury, Lombardo, Smith, Jackson, Gallagher, Ross, Murray. - 10.

NAYS: Mayor Morrow; Aldermen Kiss, Copps, Christopherson, Agostino. - 5. CARRIED.

The Motion of Alderman Drury, regarding the composition of the HECFI Board, as amended, and reading as follows:

RESOLVED: that the City of Hamilton Act, 1985, Sec. 9(2)(6)(i), Governing HECFI, be amended to reduce the composition of Aldermen appointees from 7 to 4, and that the City Solicitor be authorized and directed to make application for the necessary legislation. That this amendment be effective January 1, 1992.

be adopted. -

YEAS: Aldermen Cooke, McCulloch, Hinkley, Drury, Lombardo, Smith, Jackson, Gallagher, Ross, Murray. - 10.

NAYS: Mayor Morrow; Aldermen Kiss, Copps, Christopherson, Agostino. - 5. CARRIED

CERTIFIED A TRUE COPY

CITY CLERK

It was noted by the Board that the report of the Committee on the subject of the proposed amendment to the Charter of the City of New York, dated January 1, 1938, was received by the Board on January 1, 1938.

The Board has considered the report of the Committee and the proposed amendment to the Charter of the City of New York, and has decided to recommend to the City Council that the amendment be adopted.

The Board has also decided to recommend to the City Council that the amendment be adopted with the following modifications:

1. That the amendment be adopted with the following modifications:

2. That the amendment be adopted with the following modifications:

3. That the amendment be adopted with the following modifications:

4. That the amendment be adopted with the following modifications:

5. That the amendment be adopted with the following modifications:

6. That the amendment be adopted with the following modifications:

7. That the amendment be adopted with the following modifications:

8. That the amendment be adopted with the following modifications:

9. That the amendment be adopted with the following modifications:

10. That the amendment be adopted with the following modifications:

11. That the amendment be adopted with the following modifications:

12. That the amendment be adopted with the following modifications:

13. That the amendment be adopted with the following modifications:

14. That the amendment be adopted with the following modifications:

3.1 Errors or Omissions
3.2 Motion to Approve

- 3.1 Errors or Omissions
3.2 Motion to Approve

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, September 21, 1990

8:00 a.m.

**HAMILTON CONVENTION CENTRE
Room 314**

REGULAR MINUTES

PRESENT: Alderman J. Gallagher, Chairman
Mr. F. DeNardis, First Vice-Chairman
Alderman D. Agostino, Second Vice-
Chairman
Mayor R. Morrow
Alderman W. McCulloch
Alderman H. Merling
Alderman T. Jackson
Mrs. M. Dow
Mr. G. Kay
Mr. W. Tidball
Ms. A. VanDuzer
Mr. W. McFarland
Mr. A. Dilanni
Mr. M. Ryder

ALSO PRESENT: Mr. G. Macaluso
Mr. B. Snetsinger
Mr. J. Leuser
Mr. J. Crane
Mr. T. Burrows
Mr. S. Dockman

MEDIA: Mr. P. Beneditti, The Spectator
Ms. D. Walker, C.H.C.H.

REGRETS: Alderman T. Murray
Alderman D. Drury
Mr. N. Levitt

1. Opening Remarks

The Chairman called the meeting to order at 8:16 a.m.

2. Correspondence

Moved by Mr. McFarland, seconded by Mrs. Dow that

CORRESPONDENCE INCLUDED AS ATTACHMENT 2 OF THE AGENDA PACKAGE BE RECEIVED.

MOTION CARRIED.

3. Regular Minutes of July 20 and August 22, 1990

Moved by Mr. McFarland, seconded by Mrs. Dow that

THE REGULAR MINUTES OF JULY 20 AND AUGUST 22, 1990 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Crystal Palace Update : Alderman Jackson

Alderman Jackson provided a brief update in respect of the proposed Crystal Palace and suggested that H.E.C.F.I.'s Director of Marketing and Sales attend the committee meeting scheduled to take place Thursday, September 27th.

5. Committee Reports/Minutes

5.1 Finance and Administration Fourth and Fifth Reports

Moved by Mr. McFarland, seconded by Mrs. Dow that

THE FINANCE AND ADMINISTRATION COMMITTEE FOURTH AND FIFTH REPORTS BE APPROVED.

MOTION CARRIED.

The following items were received/reviewed by the Committee and are presented to the Board for information:

- (i) Reports, Consolidated Unaudited Operating Results for the Six Month Period Ended June 30, 1990 for H.E.C.F.I. and C.U.P.; and Consolidated Unaudited Operating Results for the Seven Month Period Ended July 31, 1990 for H.E.C.F.I. and C.U.P.;
- (ii) Management was requested to ensure that additional security is retained for future events (including Milli Vanilli and Billy Joel) given the major theft which recently occurred at a "New Kids" concert in Montreal;
- (iii) Following discussion of entrance difficulties experienced by some Board Members at Copps Coliseum, it was agreed that Board Members should carry their H.E.C.F.I. identification pass with them; however, it was also agreed that if a staff member recognizes a Board or Council Member, the dignitary should not be requested to display his/her pass or to be requested to enter the facility through a special or separate entrance.

5.1.1 Finance and Administration Committee Minutes of July 11, 1990 and August 8, 1990

MOVED by Mr. McFarland, seconded by Mrs. Dow that

THE FINANCE AND ADMINISTRATION COMMITTEE MINUTES OF JULY 11, 1990 AND AUGUST 8, 1990 BE RECEIVED.

MOTION CARRIED.

5.2 Operations Committee Third Report

MOVED by Mr. McFarland, seconded by Mrs. Dow that

THE OPERATIONS COMMITTEE THIRD REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT APPROVAL BE GIVEN TO RETAIN A CONSULTING ENGINEER TO INVESTIGATE THE FEASIBILITY OF EXPANDING THE THIRD FLOOR SERVICE CORRIDOR AND PREPARE SPECIFICATIONS AND DRAWINGS AT A COST NOT TO EXCEED \$3,000.; and

THAT FUNDS BE ALLOCATED FROM CAPITAL FUND ACCOUNT #CF 928941006-5334 - EQUIPMENT AND RENOVATIONS.

THAT THE CANADIAN FOOTBALL HALL OF FAME BE ALLOWED TO SERVE DONATED WINE, TWO BOTTLES PER TABLE, AT THE INDUCTION DINNER TO BE HELD ON SATURDAY, OCTOBER 20, 1990.

THAT THE VOLUNTARY SERVICES OF DR. MOE ALI, CHIEF OF STAFF, ST. JOSEPH'S HOSPITAL, AS OFFERED IN THE LETTER DATED MAY 11, 1990 BE UTILIZED BY H.E.C.F.I. IN AN ADVISORY CAPACITY TO EVENT MEDICAL STAFF.

Note: The Board specified that Dr. Ali's services will be in an advisory capacity and that Dr. Ali will be referred to as a Medical Advisor.

MOTION CARRIED.

The following items were received/reviewed by the Committee and are presented to the Board for information:

- (i) Correspondence;
- (ii) Reports: Quality and Receiving Controls - Food Purchases, Hamilton Convention Centre; Future Confirmed Events/Bookings for Convention Centre and Hamilton Place.

5.2.1 Operations Committee Minutes of June 27, 1990

MOVED by Mr. McFarland, seconded by Mrs. Dow that

THE OPERATIONS COMMITTEE MINUTES OF JUNE 27, 1990 BE RECEIVED.

MOTION CARRIED.

5.3 Marketing and Sales Committee Third Report

MOVED by Mr. McFarland, seconded by Mrs. Dow that

THE MARKETING AND SALES COMMITTEE THIRD REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT HAMILTON PLACE MEETING ROOMS, PIANO NOBILE AND BOARD ROOM BE BOOKED JOINTLY BY THE MARKETING AND SALES DEPARTMENT AND HAMILTON PLACE STAFF.

THAT FUTURE THEME NIGHTS BE FINANCED FROM THE HAMILTON PLACE PROMOTIONAL BUDGETS.

MOTION CARRIED.

The following items were received/reviewed by the Committee and are presented to the Board for information:

- (i) Correspondence;
- (ii) Report: Status Report on Confirmed Events/Performances at Copps Coliseum - August - November, 1990.

5.3.1 Marketing and Sales Committee Minutes of June 29, 1990

MOVED by Mr. McFarland, seconded by Mrs. Dow that

THE MARKETING AND SALES COMMITTEE MINUTES OF JUNE 29, 1990 BE RECEIVED.

MOTION CARRIED.

5.4 Hamilton Place Task Force First, Second, Third and Fourth Reports

MOVED by Mr. McFarland, seconded by Mrs. Dow that

THE HAMILTON PLACE TASK FORCE FIRST, SECOND, THIRD AND FOURTH REPORTS BE RECEIVED.

MOTION CARRIED.

6. New Business

7. Other Business

The Board agreed that Item 5.1.2 of the In-Camera Agenda would be reviewed during the Regular Session:

Expenditure Reductions to the 1990 Annual Operating Budget

The Board received for information the September 14, 1990 report.

8. In-Camera Motions

The following motions were carried during the In-Camera Session:

THAT THE IN-CAMERA SESSION BE CONVENED AT 8:17 A.M.

THAT THE VERBAL REPORT PRESENTED BY LEGAL COUNSEL IN RESPECT OF MR. BURROWS' RESIGNATION BE RECEIVED; and THAT LEGAL COUNSEL BE INSTRUCTED TO FINALIZE, ON BEHALF OF H.E.C.F.I., THE TERMS OF MR. BURROWS' RESIGNATION.

THAT THE VERBAL N.H.L. REPORT PRESENTED BY MR. GERRY PATTERSON BE RECEIVED.

THAT THE IN-CAMERA MINUTES OF JULY 20, 1990; AUGUST 10, 1990; AND AUGUST 22, 1990 BE APPROVED.

THAT THE FOURTH AND FIFTH FINANCE AND ADMINISTRATION IN-CAMERA REPORTS BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED AS AMENDED:

THAT THE \$1,000. CHARGE FOR THE PREPARATION OF THE LONG FORM AUDIT REPORT BE APPROVED FOR PAYMENT.

THAT THE GRACE PERIOD OF THE BACH ELGAR ACCOUNTS RECEIVABLE BE EXTENDED, WITHOUT INTEREST, UNTIL SUCH TIME AS THE MANDATE OF THE HAMILTON PLACE TASK FORCE HAS BEEN CONCLUDED; and THAT NOTICE OF THIS EXTENSION BE REFERRED TO THE HAMILTON PLACE TASK FORCE FOR INFORMATION.

THAT THE FINANCE AND ADMINISTRATION COMMITTEE IN-CAMERA MINUTES OF JULY 11, 1990 AND AUGUST 8, 1990 BE RECEIVED.

THAT THE OPERATIONS COMMITTEE THIRD IN-CAMERA REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

THAT H.E.C.F.I. FORMALLY FILE AN APPEAL TO THE LIQUOR CONTROL BOARD IN RESPECT OF THE COMPLAINTS DOCUMENTED IN THE JULY 13TH NOTICE OF PROPOSAL TO SUSPEND A LICENCE (Copp's Coliseum).

THAT THE MINUTES OF THE OPERATIONS COMMITTEE IN-CAMERA MINUTES OF JUNE 27, 1990 BE RECEIVED.

THAT THE MARKETING AND SALES COMMITTEE THIRD IN-CAMERA REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT THE ADVERTISING AGENCY, TORSNEY, BARRETT, ROBERTS, BE RETAINED AS H.E.C.F.I.'S OFFICIAL ADVERTISING AGENCY.

THAT THE DIRECTOR OF MARKETING AND SALES BE DIRECTED TO ESTABLISH A \$150,000. LINE BUDGET FOR THE MARKETING OF THE COUNTRY MUSIC AWARDS.

THAT TORSNEY BARRETT ROBERTS BE RETAINED AS THE ADVERTISING AGENCY OF RECORD FOR H.E.C.F.I.; and THAT STAFF CONSULT WITH TORSNEY BARRETT ROBERTS IN THE PREPARATION OF THE 1991 H.E.C.F.I. MARKETING AND SALES PLAN, AND THAT THE ESTIMATED ADVERTISING COSTS BE INCLUDED AS PART OF THAT PLAN TO BE SUBMITTED TO THE BOARD FOR CONSIDERATION; and THAT THE TERM OF THE AGREEMENT WITH TORSNEY BARRETT ROBERTS BE ONE YEAR, EFFECTIVE IMMEDIATELY.

THAT A CONTRIBUTION OF \$25,000. TO THE HAMILTON HOST COMMITTEE FOR THE 1991 CANADIAN COUNTRY MUSIC ASSOCIATION CONVENTION, SEPTEMBER 9 - SEPTEMBER 15, 1991 BE ALLOCATED FROM THE SPECIAL EVENTS SUBSIDY FUND; and THAT A GUARANTEE FOR THE FINANCIAL COMMITMENTS OF THE HAMILTON HOST COMMITTEE FOR THE 1991 CANADIAN COUNTRY MUSIC ASSOCIATION CONVENTION IN AN AMOUNT NOT TO EXCEED \$125,000. BE APPROVED; and THAT LEGAL COUNSEL BE

CONSULTED IN RESPECT OF THE PROPOSED CONTRACT/AGREEMENT WITH THE HAMILTON HOST COMMITTEE.

THE MINUTES OF MARKETING AND SALES COMMITTEE IN-CAMERA MINUTES OF JUNE 29, 1990 BE RECEIVED.

THAT ONE TABLE OF TEN (10) IN THE INNER CIRCLE BE PURCHASED ON BEHALF OF THE H.E.C.F.I. BOARD OF DIRECTORS FOR THE NOVEMBER 7, 1990 HAMILTON GALLERY OF DISTINCTION DINNER, AT A COST OF \$1,000.; and THAT ORGANIZERS OF THE EVENT BE PERMITTED TO SERVE TWO (2) BOTTLES OF DONATED WINE PER TABLE.

THAT H.E.C.F.I. BOARD OF DIRECTORS APPROVE A GRANT OF \$25,000. FROM THE SPECIAL EVENTS SUBSIDY FUND FOR THE PURPOSE OF SPONSORING THIS EVENT (September 9 - 15, 1991).

THAT H.E.C.F.I. BOARD OF DIRECTORS APPROVE A GRANT OF \$30,000. FROM THE SPECIAL EVENTS SUBSIDY FUND FOR THE PURPOSE OF SPONSORING THIS EVENT.

THAT H.E.C.F.I. COSTS ACCRUED BY THE HAMILTON DUKES BE DEFERRED, WITHOUT INTEREST, FROM SEPTEMBER, 1990 TO JANUARY, 1991.

THAT THE IN-CAMERA SESSION ADJOURN AT 12:05 P.M.

9. Adjournment

MOVED by Mrs. Dow, seconded by Mr. McFarland that

THE REGULAR SESSION ADJOURN AT 12:16 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Alderman J. Gallagher, Chairman

Patricia Bennett, Secretary

SECRET
Page 2
Date 1/22/50

SECRET
Page 2
Date 1/22/50

CONSIDERED IN RESPECT OF THE PROPOSED
CONTRACT WITH THE HAMILTON DISTRICT
TAKEN AS READ AND APPROVED

THE MINISTERS OF MINING AND SALES
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Committee Reports/Minutes

5.1 Finance and Administration Sixth Report



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/546-4000
Fax 416/527-6856

FINANCE AND ADMINISTRATION COMMITTEE SIXTH REPORT OF 1990

The Finance and Administration Committee presents its **SIXTH** Report from its meeting held October 10, 1990 and respectfully recommends the following:

1. Special Events Subsidy Fund : Silver Fox Basketball Tournament

THAT H.E.C.F.I. APPROVE A GRANT OF \$11,000. FROM THE SPECIAL EVENTS SUBSIDY FUND FOR THE PURPOSE OF RENTING COPPS COLISEUM, INCLUDING THE INSTALLATION OF THE BASKETBALL COURT, ON SATURDAY, JANUARY 19, 1991; AND

THAT THE FOREGOING BE SUBJECT TO FUNDING FOR THE H.E.C.F.I. SPECIAL EVENTS SUBSIDY FUND FOR 1991 BEING APPROVED BY CITY COUNCIL AS PART OF THE 1991 CURRENT BUDGET PROCESS.

2. Special Events Subsidy Fund: Winterfest 1991

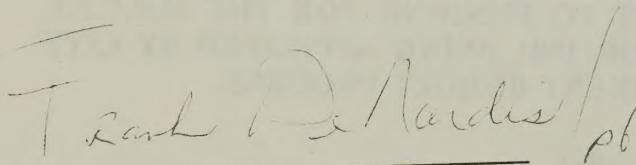
THAT THE MINIMUM BASIC BUILDING FEE OF \$7,500. PER DAY FOR THE USE OF COPPS COLISEUM BY THE CULTURE AND RECREATION DEPARTMENT OF THE CITY OF HAMILTON FOR "WINTERFEST 1991", JANUARY 26, 1991, BE FINANCED BY THE H.E.C.F.I. SPECIAL EVENTS SUBSIDY FUND; and

THAT THE FOREGOING BE SUBJECT TO FUNDING FOR THE H.E.C.F.I. SPECIAL EVENTS SUBSIDY FUND FOR 1991 BEING APPROVED BY CITY COUNCIL AS PART OF THE 1991 CURRENT BUDGET PROCESS.

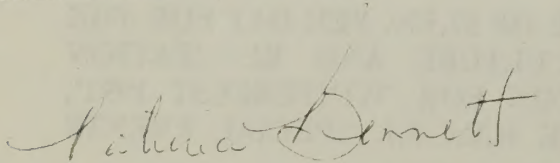
The following items were received/reviewed by the Committee and are presented to the Board for information:

- (i) The Committee received the reports, Consolidated Unaudited Operating Results for the Eight Month Period Ended August 31, 1990 for H.E.C.F.I., and Consolidated Unaudited Operating Results for the Eight Month Period Ended August 31, 1990 for C.U.P.

Respectfully submitted,

/st

Frank DeNardis, Chairman



Patricia Bennett, Secretary

HECFI SPECIAL EVENTS SUBSIDY FUND
GUIDELINES & PROCEDURES

CRITERIA TO QUALIFY:

- For an event to qualify as a "Special Event" in one or more of the HECFI facilities (Hamilton Place Theatre, Hamilton Convention Centre, Copps Coliseum) for subsidization from the **HECFI SPECIAL EVENTS SUBSIDY FUND**, it **must** be an event which will provide a direct benefit to the City of Hamilton, the local economy and community at large (Example: major conventions, political conventions, national and international events, some special local events).
- Final determination as to whether an event qualifies as a "Special Event" and the amount of subsidization is subject to the approval/rejection of the HECFI Board of Directors.

LIMITATIONS OF SUBSIDIZATION:

- if a request/proposal is approved as a "Special Event" the following should be the limitations of subsidization:
 - the **maximum** subsidization should be limited to the full normal licence/rental fee for the use of the facility(ies);
 - **never** subsidize Event Staff and Event Sheet Charges as these are actual out-of-pocket operating costs of the facility(ies);
 - **never** subsidize Ticket Box Office charges;
 - **never make any financial** contribution/donation to the event.

*If the City of Hamilton wants to go beyond the above, it should be done totally separately and out of another budget area.

PROCEDURE TO SCREEN REQUESTS:

- All requests/proposals for subsidization that involves the use of one or more of the HECFI facilities, whether originating internally or externally, **must** be re-directed immediately to the HECFI Managing Director/Chief Executive Officer.
- The HECFI Managing Director/Chief Executive Officer in conjunction with the pertinent facility Director(s) will then contact the person(s)/organization directly and proceed to collect the information in writing in order to assist in documenting and determining why it is felt that the event should or should not qualify to be a "Special Event" and be eligible for subsidization.
- Some person(s)/organization(s) will be required to document in writing why it is felt that their event should qualify to be a "Special Event".
- The HECFI Managing Director/Chief Executive Officer in conjunction with the pertinent facility Director(s) will then prepare the **HECFI SPECIAL EVENTS SUBSIDY FUND APPLICATION FORMS** including their recommendation of approval or rejection.
- All **HECFI SPECIAL EVENTS SUBSIDY FUND APPLICATION FORMS**, regardless of whether the HECFI management recommendation is for approval or rejection will be brought forward to the HECFI Finance & Administration Committee for its review and consideration.
- The HECFI Finance & Administration Committee will then bring forward its recommendation to the next HECFI Board of Directors meeting.
- Those events which qualify and are approved by the HECFI Board of Directors as "Special Events" and are to receive some subsidization from the **HECFI SPECIAL EVENTS SUBSIDY FUND** will then be referred back to HECFI management for implementation.

MISCELLANEOUS:

- The "Special Event" user **must** acknowledge in its advertising/promotional material the assistance of THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. and THE CORPORATION OF THE CITY OF HAMILTON.
- Whenever subsidization is approved for a "Special Event", the subsidization amount will be transferred out of the **HECFI SPECIAL EVENTS SUBSIDY FUND** over to the pertinent facility(ies) to off-set what would otherwise be a loss of normally anticipated revenue.

HECFI SPECIAL EVENTS SUBSIDY FUND

APPLICATION FORM

1. **EVENT NAME:** Silver Fox Basketball Tournament

2. **EVENT DATE(S):** Saturday, January 19, 1991

3. **FACILITY(IES):** Copps Coliseum

4. **HECFI MANAGEMENT/MARKETING AND SALES COMMITTEE RECOMMENDATION:**

That the HECFI Board of Directors approve a grant of \$11,000.00 from the Special Events Subsidy Fund for the purpose of renting Copps Coliseum and constructing a basketball Court, subject to funding for the H.E.C.F.I. Special Events Subsidy Fund for 1991 being approved by City Council as part of the 1991 current budget process.

Date: Sept. 20, 1990

5. **HECFI BOARD OF DIRECTORS RECOMMENDATION:**

Date: _____, 19__

6. PERSON(S)/ORGANIZATION REQUESTING SUBSIDIZATION:

Silver Fox Basketball Tournament

Full Legal Name Required of Person(s)/Organization(s)

Address: 1280 Main Street West

Hamilton, Ontario.

L8S 4K1

525-9140

Postal Code

Telephone Number

Contact Person(s): Mr. Bill Malley, Marketing Co-ordinator

McMaster University

L8S 4K1

525-9140

Postal Code

Telephone Number

7. HAS A WRITTEN REQUEST/PROPOSAL BEEN RECEIVED? ☒ yes ☐ no

*If YES it should be attached hereto.

8. IF IT IS A PERSON(S) MAKING THE REQUEST, WHY IS IT FELT THAT SUBSIDIZATION IS JUSTIFIED?

9. IF IT IS AN ORGANIZATION MAKING THE REQUEST, ANSWER THE FOLLOWING:

- IS THE ORGANIZATION PROFIT ORIENTED? yes ☐ no ☒
- IS THE ORGANIZATION NON-PROFIT? ☒ yes ☐ no
- IS THE ORGANIZATION CHARITABLE? yes ☐ no ☒

*IF YES WHAT IS CHARITABLE NUMBER - _____

10. IF IT IS AN ORGANIZATION MAKING THE REQUEST, WHAT ARE THE GENERAL OBJECTS AND/OR PURPOSE OF THE ORGANIZATION:

To stage the first ever National high school basketball tournament.

11. LIST THE EXECUTIVE OFFICERS OF THE ORGANIZATION:

<u>Name</u>	<u>Address</u>	<u>Telephone</u>
Bill Malley	McMaster University	525-9140
Bill Fowler	McMaster University	525-9140

12. WHAT IS THE NATURE OF THE EVENT TO BE HELD?

National high school basketball tournament

13. HOW MANY PEOPLE WILL ATTEND THE EVENT?

5,000-8,000

HOW MANY PEOPLE ARE EXPECTED TO COME FROM OUTSIDE GREATER
HAMILTON? 2,000

14. WHAT IS THE EXPECTED BENEFIT FROM THE EVENT?

Establishment of an annual National high school basketball tournament

15. IS THIS EVENT, OR COULD THIS EVENT, BE AN ANNUAL EVENT IN THE HECFI FACILITY(IES)?

☒ Yes

☐ No

IF YES, WILL SUBSIDIZATION BE REQUESTED IN FUTURE YEARS?

☐ Yes

☒ No

16. IF THE APPLICATION FOR SUBSIDIZATION IS REJECTED, WOULD THIS EVENT BE HELD IN ANOTHER CITY?

☐ Yes

☒ No

If YES, give explanation:

17. WHAT IS THE ESTIMATED ACCOMMODATIONS, SPENDING AND INCREMENTAL REVENUE BENEFITS TO THE CITY OF HAMILTON? (Based on current IACVB figures)

1,000 people x 2 days x \$ 138.67 + = \$ 277,340.00

18. WHAT BENEFITS (financial, exposure, etc.) WILL BE GENERATED TO THE CITY OF HAMILTON AND THE HECFI FACILITIES BY THIS EVENT?

National exposure, economic impact on hotels and restaurants

19. WHAT DEAL WOULD THE FACILITY(IES) NORMALLY BE PREPARED TO NEGOTIATE FOR THIS EVENT?

Straight rental

20. DOES THE SUBSIDIZATION REQUEST INCLUDE A PARKING FEE REDUCTION FOR VISITORS/DELEGATES? Yes ☒ No

If "YES", what is the dollar amount? - \$ _____

21. WHAT IS THE TOTAL AMOUNT OF SUBSIDY REQUEST IN DOLLARS?
\$ 11,000.00.

22. IF THE FULL SUBSIDIZATION REQUESTED WAS APPROVED, WHAT IS THE DIFFERENCE IN DOLLARS TO THE FACILITY(IES) IN LOST REVENUE? -
\$ 11,000.00

23. WHAT IS THE MAXIMUM SUBSIDIZATION HECFI MANAGEMENT WOULD RECOMMEND, IF ANY?

\$11,000.00

24. HAS A REQUEST(S) BEEN MADE TO THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH OR TO THE CORPORATION OF THE CITY OF HAMILTON FOR SUBSIDIZATION?

Yes

No

25. DOES THIS REQUEST MEET THE GUIDELINES OF THE HECFI SPECIAL EVENTS SUBSIDY FUND? IF NOT, PLEASE EXPLAIN.

Yes

26. HECFI MANAGEMENT APPROVALS:

Facility Director -

Date:

[Signature] Sept. 20/90

Facility Director -

Date:

[Signature] Sept 20/90

Director of Finance
& Administration -

Date:

John C. Luser Sept 20/90

Managing Director/
CEO

Date:

[Signature] Sept 20/90

* Check box if support documentation attached -

Revised July, 1990 and
Replaces October, 1989

SILVER FOX BASKETBALL TOURNAMENT, 1991
PROPOSAL FOR SPECIAL SUBSIDY FUND ASSISTANCE

INTRODUCTION-

THE SILVER FOX IS GENERALLY REGARDED AS THE PREMIER HIGH SCHOOL BOY'S BASKETBALL TOURNAMENT IN ONTARIO. THE BEST 8 TEAMS IN THE PROVINCE ARE ANNUALLY INVITED TO HAMILTON TO COMPETE IN THIS PRESTIGIOUS EVENT, WHICH HAS BEEN PLAYED AT A NUMBER OF DIFFERENT VENUES OVER IT'S HISTORY.

TO COMMEMORATE THE TOURNAMENT'S 20TH ANNIVERSARY, THE ORGANIZERS WOULD LIKE TO EXPAND THE TOURNAMENT FIELD TO INCLUDE COAST TO COAST REPRESENTATION, AND EFFECTIVELY TRANSFORM THE SILVER FOX INTO A NATIONAL HIGH SCHOOL BOY'S BASKETBALL CHAMPIONSHIP.

FORMAT-

THE EXPANDED FORMAT WOULD DOUBLE THE SIZE OF THE TOURNAMENT FIELD FROM 8 TO 16 TEAMS. THE FIELD WOULD CONSIST OF THE 2 TOP TEAMS FROM THE HAMILTON AREA, THE 2 OR 3 BEST FROM GREATER TORONTO (OAKWOOD AND RUNNYMEDE), ALONG WITH THE 3 OR 4 BEST TEAMS FROM THE REST OF ONTARIO.

THE AFOREMENTIONED IS THE TRADITIONAL SILVER FOX LINE-UP, WHICH WOULD BE AUGMENTED BY THE ADDITION OF ONE TEAM FROM EACH OF BRITISH COLUMBIA, ALBERTA, SASKATCHEWAN, MANITOBA, QUEBEC, NOVA SCOTIA, NEW BRUNSWICK, AND P-E-I/NEWFOUNDLAND. THE TOP HIGH SCHOOLS TEAMS FROM EACH OF THESE AREAS WOULD BE IDENTIFIED AND INVITED TO PARTICIPATE IN THE TOURNAMENT. THIS FEDERAL REPRESENTATION JUSTIFIES BILLING THE EVENT AS A NATIONAL HIGH SCHOOL CHAMPIONSHIP.

ALTHOUGH AN INVITATIONAL TOURNAMENT, THE SOLE CRITERIA FOR INVITING PARTICIPANTS WOULD BE ABILITY AND REGIONAL RANKING TO ENSURE THE BEST POSSIBLE FIELD.

DATES AND VENUES -

THE TOURNAMENT IS SCHEDULED FOR JANUARY 17TH TO 19TH, 1991. THE FIRST ROUND OF GAMES WOULD BE PLAYED THURSDAY, JANUARY 17TH AT A VARIETY OF HIGH SCHOOL FACILITIES ACROSS THE HAMILTON AREA. THE ORGANIZERS CONSIDER LOCAL HIGH SCHOOL INVOLVEMENT AS VITAL TO THE SUCCESS OF THIS EVENT. BY BRINGING 8 TEAMS FROM OUT OF PROVINCE, THE IDEA IS TO HAVE THE LOCAL SCHOOLS "ADOPT" THE VISITING PARTICIPANTS AND SUPPORT THEM DURING THEIR STAY IN HAMILTON.

THE SECOND DAY OF THE TOURNAMENT WOULD MOVE TO McMASTER UNIVERSITY WITH THE SECOND ROUND GAMES AND SEMI-FINALS PLAYED ON FRIDAY, JANUARY 18TH IN McMASTER'S TWO GYMNASIUMS.

THE ORGANIZERS WOULD LIKE TO PLAY 'THE CONSOLATION FINAL, CHAMPIONSHIP FINAL, AND OUAA VARSITY CONTEST BETWEEN McMASTER AND THE UNIVERSITY OF GUELPH AT COPPS COLISEUM ON SATURDAY, JANUARY 19TH, BETWEEN NOON AND 6 PM. THE FOX CONSOLATION WOULD GO AT NOON, THE VARSITY CONTEST AT 2 PM, AND THE FOX CHAMPIONSHIP WOULD BE THE FINAL EVENT OF THE DAY AT 4 PM. THE ADDITION OF THE VARSITY GAME WOULD BE AN ADDED DRAWING CARD FOR THE EVENT, ENHANCING SPONSORSHIP POSSIBILITIES, INCREASING ATTENDANCE, AND MAXIMIZING MEDIA EXPOSURE.

A VERY REALISTIC ESTIMATE IS THAT AN EVENT OF THIS MAGNITUDE WOULD DRAW A CROWD OF BETWEEN 5,000 AND 8,000 SPECTATORS. PREVIOUSLY, COPPS COLISEUM PLAYED HOST TO THE 1987 OUAA MEN'S BASKETBALL CHAMPIONSHIP BETWEEN McMASTER AND THE UNIVERSITY OF TORONTO. THAT EVENT WAS VERY SUCCESSFUL, DRAWING A CROWD OF ALMOST 6,000. THE ORGANIZERS BELIEVE THAT THE SILVER FOX ANNIVERSARY TOURNAMENT CAN, AT LEAST, DUPLICATE THAT AMOUNT OF SUPPORT.

THE TOURNAMENT ORGANIZERS PLAN TO SOLICIT CORPORATE SPONSORSHIP AND COMMUNITY SUPPORT TO PROVIDE THE OPERATING FUNDS NECESSARY TO STAGE THIS EVENT IN A FIRST-CLASS MANNER. THIS REQUEST FOR SUBSIDY IS THE FIRST STEP IN LAYING THE GROUNDWORK REQUIRED FOR THE TOURNAMENT ORGANIZERS TO PROCEED.

SUMMARY-

THE OBJECTIVE OF THIS EVENT IS TO COMMEMORATE THE TOURNAMENT'S ANNIVERSARY, PROMOTE THE GAME OF BASKETBALL, AND HOLD A WHOLESOME, FAMILY-ORIENTED ACTIVITY. THIS EVENT WOULD SERVE AS A SHOWCASE FOR HIGH SCHOOL AND UNIVERSITY ATHLETICS, IT WOULD FOCUS NATIONAL ATTENTION ON THE HAMILTON COMMUNITY, AND WOULD ALSO PROVIDE SOME SMALL BOOST TO THE LOCAL ECONOMY.

IT SHOULD BE NOTED THAT THIS IS A ONE-TIME REQUEST, AND THE ORGANIZERS VIEW THIS AS A SPECIAL OCCASION FOR THE TOURNAMENT. HOWEVER, COPPS COLISEUM WOULD, IN EFFECT, BECOME THE HOST FACILITY FOR THE 1990-91 NATIONAL HIGH SCHOOL BOY'S BASKETBALL CHAMPIONSHIP. ONCE ESTABLISHED AS ONE OF CANADA'S PREMIER BASKETBALL FACILITIES, IT WILL BECOME MUCH EASIER TO ATTRACT OTHER, LARGER EVENTS, SUCH AS THE CIAU BASKETBALL CHAMPIONSHIPS, OLYMPIC QUALIFYING EVENTS, OR WORLD CHAMPIONSHIPS.

IF, AFTER OPERATING EXPENSES, THIS EVENT SHOULD TURN ANY PROFIT ABOVE THE AMOUNT OF SUBSIDY, AS A RESULT OF CORPORATE SUPPORT AND ATTENDANCE REVENUE, THE ORGANIZERS ARE PREPARED TO REIMBURSE THE CITY OF HAMILTON FOR THE AMOUNT OF THE SPECIAL SUBSIDY ASSISTANCE.

PROPOSED TOURNAMENT DRAW

THURSDAY, JANUARY 17TH

GAME 1- TEAM A VS TEAM B AT 6:30 PM - GYM 100
GAME 2- TEAM C VS TEAM D AT 8:00 PM - GYM 100
GAME 3- TEAM E VS TEAM F AT 6:30 PM - GYM 200
GAME 4- TEAM G VS TEAM H AT 8:00 PM - GYM 200
GAME 5- TEAM I VS TEAM J AT 6:30 PM - GYM 300
GAME 6- TEAM K VS TEAM L AT 8:00 PM - GYM 300
GAME 7- TEAM M VS TEAM N AT 6:30 PM - GYM 400
GAME 8- TEAM O VS TEAM P AT 8:00 PM - GYM 400

FRIDAY, JANUARY 18TH

GAME 9- WINNER 1 VS WINNER 2 AT 12:00 PM- BIG MAC
GAME 10- LOSER 1 VS LOSER 2 AT 12:00 PM- AUX MAC
GAME 11- WINNER 3 VS WINNER 4 AT 1:30 PM- BIG MAC
GAME 12- LOSER 3 VS LOSER 4 AT 1:30 PM- AUX MAC
GAME 13- WINNER 5 VS WINNER 6 AT 3:00 PM- BIG MAC
GAME 14- LOSER 5 VS LOSER 6 AT 3:00 PM- AUX MAC
GAME 15- WINNER 7 VS WINNER 8 AT 4:30 PM- BIG MAC
GAME 16- LOSER 7 VS LOSER 8 AT 4:30 PM- AUX MAC

SEMI-FINALS

GAME 17- WINNER 9 VS WINNER 11 AT 7:00 PM- BIG MAC
GAME 18- WINNER 10 VS WINNER 12 AT 7:00 PM- AUX MAC
GAME 19- WINNER 13 VS WINNER 15 AT 8:30 PM- BIG MAC
GAME 20- WINNER 14 VS WINNER 16 AT 8:30 PM- AUX MAC

SATURDAY, JANUARY 19TH

CONSOLATION FINAL

GAME 21- WINNER 18 VS WINNER 20 AT 12:00 PM- COPPS'

VARSITY GAME

McMASTER VS GUELPH, AT 2 PM, COPPS COLISEUM

CHAMPIONSHIP FINAL

GAME 22- WINNER 17 VS WINNER 19 AT 4:00 PM- COPPS'



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

HECFI

SPECIAL EVENTS SUBSIDY FUND

APPLICATION FORM

IMPORTANT NOTICE

- All requests for subsidization from the HECFI SPECIAL EVENTS SUBSIDY FUND must be approved/rejected by the HECFI Executive Committee and the HECFI Board of Directors prior to the event actually taking place.
- The person(s)/organization requesting subsidization from the HECFI SPECIAL EVENTS SUBSIDY FUND should be advised that their request will not be considered if similar requests are being made or may be made to the Regional Municipality of Hamilton-Wentworth and/or to The Corporation of The City of Hamilton.

Revised October, 1989 and Replaces August, 1989

HECFI SPECIAL EVENTS SUBSIDY FUND

APPLICATION FORM

1. EVENT NAME: "Winterfest 1991"
2. EVENT DATE(S): Saturday, January 26, 1991
3. FACILITY(IES): Copps Coliseum
- _____
- _____

4. HECFI MANAGEMENT/EXECUTIVE COMMITTEE RECOMMENDATION:

That the minimum Basic Building Fee of \$7,500.00 per day for the use of Copps Coliseum by the Culture & Recreation Department of The City of Hamilton for "Winterfest 1991" (January 26, 1991), be financed by the HECFI Special Events Subsidy Fund, subject to funding for the HECFI Special Events Subsidy Fund for 1991 being approved by City Council as part of the 1991 current budget process.

Date: September 6, 1990

5. HECFI BOARD OF DIRECTORS RECOMMENDATION:

Date: _____, 19__

6. PERSON(S)/ORGANIZATION REQUESTING SUBSIDIZATION:

The Corporation of the City of Hamilton/Culture & Recreation Department
Full Legal Name Required of Person(s)/Organization(s)

Address: City Hall, 71 Main Street West

Hamilton, Ontario.

L8N 3T4

546-4616

Postal Code

Telephone Number

Contact Person(s): Mr. R. Sugden, Director

Culture & Recreation Department

L8N 3T4

546-4616

Postal Code

Telephone Number

7. HAS A WRITTEN REQUEST/PROPOSAL BEEN RECEIVED? yes ☒ no

*If YES it should be attached hereto.

8. IF IT IS A PERSON(S) MAKING THE REQUEST, WHY IS IT FELT THAT SUBSIDIZATION IS JUSTIFIED?

N/A

9. IF IT IS AN ORGANIZATION MAKING THE REQUEST, ANSWER THE FOLLOWING:

- IS THE ORGANIZATION PROFIT ORIENTED? yes ☒ no

- IS THE ORGANIZATION NON-PROFIT? ☒ yes no

- IS THE ORGANIZATION CHARITABLE? yes ☒ no

*IF YES WHAT IS CHARITABLE NUMBER - _____

10. IF IT IS AN ORGANIZATION MAKING THE REQUEST, WHAT ARE THE GENERAL OBJECTS AND/OR PURPOSE OF THE ORGANIZATION:

The Culture & Recreation Department operates on behalf of The Corporation of The City of Hamilton to maintain, operate, manage, and promote leisure activity for the citizens in The City of Hamilton.

11. LIST THE EXECUTIVE OFFICERS OF THE ORGANIZATION:

<u>Name</u>	<u>Address</u>	<u>Telephone</u>
Mr. R. Sugden	City Hall	546-4617

12. WHAT IS THE NATURE OF THE EVENT TO BE HELD?

1. Winterfest 1991

13. HOW MANY PEOPLE WILL ATTEND THE EVENT?

1,500

HOW MANY PEOPLE ARE EXPECTED TO COME FROM OUTSIDE GREATER HAMILTON? Minimal

14. WHAT IS THE EXPECTED BENEFIT FROM THE EVENT?

The annual event is a further extension of a continuing effort to raise public awareness of the Coliseum through personnel participation by those citizens whose tax dollars...now and in the future, must support it. This event is invaluable from a public relations stand point. Both the City of Hamilton and HECFI share the accrued benefit.

15. IS THIS EVENT, OR COULD THIS EVENT, BE AN ANNUAL EVENT IN THE HECFI FACILITY(IES)?

☒ Yes

☐ No

IF YES, WILL SUBSIDIZATION BE REQUESTED IN FUTURE YEARS?

☒ Yes

☐ No

16. IF THE APPLICATION FOR SUBSIDIZATION IS REJECTED, WOULD THIS EVENT BE HELD IN ANOTHER CITY?

☐ Yes

☒ No

If YES, give explanation:

17. WHAT IS THE ESTIMATED ACCOMMODATIONS, SPENDING AND INCREMENTAL REVENUE BENEFITS TO THE CITY OF HAMILTON? (Based on current IACVB figures)

_____ people x _____ days x \$ _____ + =\$ _____ N/A

18. WHAT BENEFITS (financial, exposure, etc.) WILL BE GENERATED TO THE CITY OF HAMILTON AND THE HECFI FACILITIES BY THIS EVENT?

Please see item #14

19. WHAT DEAL WOULD THE FACILITY(IES) NORMALLY BE PREPARED TO NEGOTIATE FOR THIS EVENT?

- A minimum Basic Building Fee of \$6,500.00 per day.
- All Event Staff Sheet Charges.

20. DOES THE SUBSIDIZATION REQUEST INCLUDE A PARKING FEE REDUCTION FOR VISITORS/DELEGATES? Yes ☒ No

If "YES", what is the dollar amount? - \$ _____

21. WHAT IS THE TOTAL AMOUNT OF SUBSIDY REQUEST IN DOLLARS?
\$ 6,500.00

22. IF THE FULL SUBSIDIZATION REQUESTED WAS APPROVED, WHAT IS THE DIFFERENCE IN DOLLARS TO THE FACILITY(IES) IN LOST REVENUE? --
\$ 6,500.00

23. WHAT IS THE MAXIMUM SUBSIDIZATION HECFI MANAGEMENT WOULD RECOMMEND, IF ANY?
\$6,500.00

24. HAS A REQUEST(S) BEEN MADE TO THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH OR TO THE CORPORATION OF THE CITY OF HAMILTON FOR SUBSIDIZATION?

Yes

☒ No

25. DOES THIS REQUEST MEET THE GUIDELINES OF THE HECFI SPECIAL EVENTS
SUBSIDY FUND? IF NOT, PLEASE EXPLAIN.

Yes

26. HECFI MANAGEMENT APPROVALS:

Facility Director - John Linn Date: Sept 13/90

marketing
~~Facility~~ Director - [Signature] Date: Sept 14/90

Director of Finance
& Administration - John Linn Date: Sept 13/90

Managing Director
CEO - [Signature] Date: Sept 14/90

* Check box if support documentation attached -

Revised October, 1989 and
Replaces August, 1989

**The Hamilton Entertainment
and Convention Facilities Inc.**

**Consolidated (i.e. Combined Results For Three Facilities)
Summary of Revenue and Expenditures
For the Eight Month Period Ended August 31, 1990**

Actual Results For The Eight Month Period Ended August 31, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
\$4,048,728	Revenue	\$4,857,212	\$4,651,064	\$<206,148>
<u>5,932,763</u>	Expenditures	<u>6,922,174</u>	<u>6,599,137</u>	<u>323,037</u>
	Excess of Expenditures Over Revenue From Operations	<u>2,064,962</u>	<u>1,948,073</u>	<u>116,889</u>

Comments:

HECFI's under expended municipal contribution for the eight month period ended August 31, 1990 was \$116,889 (see row 3, column 3 above). This represents an decrease of \$86,332 in the year to date under expended municipal contribution as reported previously, effective July 31, 1990.

Looking beyond the current August financial results, we anticipate the following unfavourable budget variances:

- (i) In respect of Hamilton Place, we incurred the following show losses in September which are not yet reflected in the August, 1990 financial figures:

Jesus Christ Superstar	\$151,447
Battle of Britain	43,742

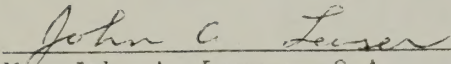
- (ii) In respect of Copps Coliseum, we anticipate the budget shortfall in licence fees increasing from \$136,163 for the eight month period to approximately \$350,000 for the year. If this shortfall materializes for 1990, then revenue from licence fees for 1990 will be lowest ever for Copps Coliseum.

- (iii) In respect of expenditures, our primary concern is legal fees, which at August 31, 1990 are approximately \$60,950, which is \$30,950 above the annual 1990 budget of \$30,000. If this trend continues, the overdraft at December 31, 1990 may approximate between \$60,000 and \$70,000.

Management has implemented significant expenditure cuts and deferrals in an attempt to offset the impact on the 1990 budget of the above unfavourable budget variances.

An analysis of the under expended municipal contributions for each facility/division, effective August 31, 1990, is attached for your information.

Please note that it is the policy of the City of Hamilton not to charge its departments and its related boards and commissions with their interest and debenture costs nor with their utility charges. Accordingly, these financial statements do not reflect these costs.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL/dcr

Attachments

Hamilton Convention Centre

Summary of Revenue and Expenditures For the Eight Month Period Ended August 31, 1990

Actual Results For The Eight Month Period Ended August 31, 1989		(1)	(2)	(3)
		Budget	Actual	Favourable <Unfavourable> Budget Variance
\$2,124,291	Revenue	\$2,182,768	\$2,231,678	\$ 48,910
<u>2,336,741</u>	Expenditures	<u>2,721,354</u>	<u>2,549,533</u>	<u>171,821</u>
	Excess of Expenditures Over Revenue From Operations	<u>538,586</u>	<u>317,855</u>	<u>220,731</u>
<u>212,450</u>				

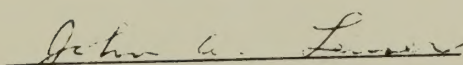
Comments:

The Hamilton Convention Centre realized for the eight month period ended August 31, 1990 an under expended municipal contribution of approximately \$220,731 (see row 3, column 3 above). This represents an increase of \$31,850 in the under expended municipal contribution for the year to date period as a result of August's operations.

The under expended municipal contribution of \$31,850 for the month of August arose primarily from actual revenues exceeding budget by \$18,810, while expenditures for the period were under budget by \$13,040.

The under expended municipal contribution of \$220,731 for the eight month period arose primarily from lower than anticipated expenditures for the period and from actual revenues exceeding budget by \$48,910

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL/dcr

Hamilton Place Theatre

Summary of Revenue and Expenditures For the Eight Month Period Ended August 31, 1990

Actual Results For The Eight Month Period Ended August 31, 1989		(1)	(2)	(3)
		Budget	Actual	Favourable <Unfavourable> Budget Variance
\$ 903,807	Revenue	\$1,299,381	\$ 940,000	\$<359,381>
<u>2,040,257</u>	Expenditures	<u>2,270,896</u>	<u>2,029,493</u>	<u>241,403</u>
	Excess of Expenditures Over Revenue From Operations	<u>971,515</u>	<u>1,089,493</u>	<u><117,978></u>

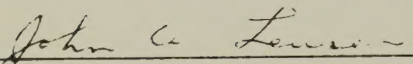
Comments:

For the eight month period ended August 31, 1990, Hamilton Place Theatre realized an over expended municipal contribution of approximately \$117,978 (see row 3, column 3 above). This represents an increase of \$106,837 in the over expended municipal contribution for the year to date as a result of August's operations.

The over expended municipal contributions of \$106,837 for August arose primarily from a loss on the promotion of Oklahoma.

The over expended municipal contribution of \$117,978 for the eight month period arose primarily from show losses sustained on promotions.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL/dcr

Copps Coliseum

Summary of Revenue and Expenditures For the Eight Month Period Ended August 31, 1990

Actual Results For The Eight Month Period Ended August 31, 1989		(1)	(2)	(3)
		<u>Budget</u>	<u>Actual</u>	Favourable <Unfavourable> <u>Budget Variance</u>
\$1,020,630	Revenue	\$1,375,063	\$1,479,386	\$104,323
<u>1,555,765</u>	Expenditures	<u>1,929,924</u>	<u>2,020,111</u>	<u><90,187></u>
	Excess of Expenditures Over Revenue From Operations	<u>554,861</u>	<u>540,725</u>	<u>14,136</u>
<u>535,135</u>				

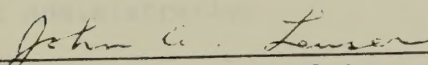
Comments:

For the eight month period ended August 31, 1990, Copps Coliseum realized an under expended municipal contribution of approximately \$14,136 (see row 3, column 3 above). This represents a decrease of \$11,345 in the previous under expended municipal contribution for the year to date period as a result of August's operations.

The over expended municipal contribution of \$11,345 for the month of August arose as a result of a loss on the promotion of the Sherry-Flint fight.

The under expended municipal contribution of \$14,136 for the eight month period arose primarily from the net cost allocation from Corporate being under budget by \$117,629.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL/dcr

Corporate

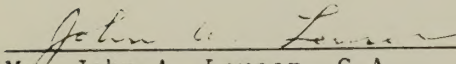
Summary of Revenue and Expenditures For the Eight Month Period Ended August 31, 1990

Actual Results For The Eight Month Period Ended August 31, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
\$ 318,945	Revenue	\$ 351,530	\$ 413,709	\$ 62,179
<u>1,410,112</u>	Expenditures	<u>1,916,533</u>	<u>1,695,809</u>	<u>220,724</u>
\$1,091,167	Excess of Expenditures Over Revenue From Operations	\$1,565,003	\$1,282,100	\$282,903
Allocation of Net Costs to:				
360,827	Hamilton Convention Centre	506,608	427,921	78,687
374,732	Hamilton Place	538,203	451,616	86,587
<u>355,608</u>	Copps Coliseum	<u>520,192</u>	<u>402,563</u>	<u>117,629</u>
<u>\$1,091,167</u>	Net Costs	<u>\$1,565,003</u>	<u>\$1,282,100</u>	<u>\$282,903</u>

Comments:

For the eight month period ended August 31, 1990, the Corporate Division realized an under expended municipal contribution of approximately \$282,903 (see row 3, column 3 above). This represents a decrease of \$581 in the under expended municipal contribution for the year to date period as a result of August's operations.

The \$282,903 under expended municipal contribution for the eight month period arose primarily from favourable box office operations and from below budget advertising and promotion expenditures.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL/dcr

Central Utilities Plant

Summary of Expenditures For The Eight Month Period Ended August 31, 1990

Total Net Expenditures - Budget	\$1,806,106
Total Net Expenditures - Actual	<u>\$1,685,058</u>
Under Expended Municipal Contribution	<u>\$ 121,048</u>

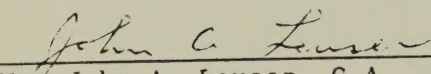
The under expended municipal contribution of approximately \$121,048 for the eight month period ended August 31, 1990 increased by \$24,039 as a result of August's operations.

The under expended municipal contribution of \$24,039 for the eight month of August, 1990 arose primarily as a result of:

- 1) salary, wage and benefit cost savings of \$626;
- 2) hydro and heating costs were \$15,437 under budget;
- 3) energy management costs were \$2,500 below budget;
- 4) workers compensation costs were \$581 under budget; and
- 5) actual administrative and maintenance costs were below budget.

The year to date under expended municipal contribution of \$121,048 arose primarily due to:

- 1) salary, wage and benefit cost savings of \$41,545;
- 2) hydro and heating costs were \$20,769 under budget;
- 3) energy management costs were \$20,000 below budget;
- 4) grants received were \$3,846 above budget;
- 5) workers compensation costs were \$3,712 under budget;
- 6) actual administrative and maintenance costs were below budget.


Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL/dcr

General Collection List

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The Library of Congress is the largest library in the world, with over 16 million books, films, and recordings. It is a treasure trove of knowledge and a place where everyone can find what they need to learn and grow.

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The Library of Congress is a place where everyone can find what they need to learn and grow. It is a treasure trove of knowledge and a place where everyone can find what they need to learn and grow.

John A. ...

Director of ...

...

...

Committee Reports/Minutes

5.1.1 Finance and Administration Committee Minutes of September 12, 1990

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

FINANCE AND ADMINISTRATION COMMITTEE

**Wednesday, September 12, 1990
12:30 P.M.**

Hamilton Place Board Room

REGULAR MINUTES

PRESENT: Mr. F. DeNardis, Chairman
Mr. W. McFarland, Vice-Chairman
Alderman J. Gallagher
Alderman T. Jackson
Ms. A. VanDuzer

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. B. Snetsinger
Mr. T. Burrows

GUEST: Mr. L. Culver, Evans, Philp

REGRETS: Alderman W. McCulloch
Mayor R. Morrow

1. Chairman's Remarks

Following a Special Meeting of the Board, the Chairman called the Finance and Administration meeting to order at 2:20 p.m.

2. Correspondence

Nil

3. Minutes of Finance & Administration Committee Meeting of August 8, 1990

MOVED by Mr. McFarland, seconded by Alderman Jackson that

THE MINUTES OF THE REGULAR SESSION OF THE FINANCE & ADMINISTRATION COMMITTEE OF AUGUST 8, 1990 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

Nil

5. Reports

5.1 Consolidated Unaudited Operating Results for the Seven Month Period Ended July 31, 1990 for H.E.C.F.I.

MOVED by Mr. McFarland, seconded by Alderman Jackson that

THE REPORT, CONSOLIDATED UNAUDITED OPERATING RESULTS FOR THE SEVEN MONTH PERIOD ENDED JULY 31, 1990 FOR H.E.C.F.I. BE RECEIVED.

MOTION CARRIED.

5.2 Consolidated Unaudited Operating Results for the Seven Month Period Ended July 31, 1990 for C.U.P.

MOVED by Mr. McFarland, seconded by Alderman Jackson that

THE REPORT, CONSOLIDATED UNAUDITED OPERATING RESULTS FOR THE SEVEN MONTH PERIOD ENDED JULY 31, 1990 FOR C.U.P. BE RECEIVED.

MOTION CARRIED.

6. New Business

7. Other Business

8. Date of Next Meeting

Wednesday, October 10, 1990
12:30 Noon
Hamilton Room, Copps Coliseum

9. In-Camera Motions

The following motions were carried during the In-Camera Session:

THE IN-CAMERA SESSION BE CONVENED AT 2:25 P.M.

THE MINUTES OF THE IN-CAMERA SESSION OF THE FINANCE AND ADMINISTRATION COMMITTEE MEETING OF AUGUST 8, 1990 BE APPROVED.

THE SEPTEMBER 6, 1990 REPORT, TICKETMASTER/H.E.C.F.I. CONTRACT BE RECEIVED.

THE ASSISTANT DIRECTOR OF HAMILTON PLACE AND THE DIRECTOR OF HUMAN RESOURCES BE REQUESTED TO ATTEND THE OCTOBER MEETING OF THE FINANCE AND ADMINISTRATION COMMITTEE TO DISCUSS THE ASBESTOS ABATEMENT PROGRAMME AT HAMILTON PLACE.

THE REPORT, THE AGING OF TRADE ACCOUNTS RECEIVABLE AS AT JULY 31, 1990 BE RECEIVED.

THE REPORT, ACTUAL TO BUDGET COMPARISON SHEETS FOR HAMILTON PLACE AND COPPS COLISEUM PROMOTIONS OR CO-PROMOTIONS, BE RECEIVED.

MANAGEMENT BE DIRECTED TO PROVIDE A REPORT TO THE NEXT BOARD MEETING OUTLINING THE IMPACT OF MANAGEMENT'S DECISION TO PUT A FREEZE ON ALL EXPENDITURES AND OF ITS BUDGET CUTS.

THE IN-CAMERA SESSION BE ADJOURNED AT 3:10 P.M.

10. Adjournment

MOVED by Alderman Jackson, seconded by Ms. VanDuzer that

THE REGULAR SESSION ADJOURN AT 2:25 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Mr. Frank DeNardis, Chairman

Patricia Bennett, Secretary

Committee Reports/Minutes

5.2

Operations Committee Fourth Report



OPERATIONS COMMITTEE FOURTH REPORT OF 1990

The Operations Committee presents its **FOURTH** Report from its meeting held September 26, 1990 and respectfully recommends the following:

1. Portable Dance Floor(s) : Hamilton Convention Centre

THAT MANAGEMENT BE DIRECTED TO OVERSEE THE INSTALLATION OF PERMANENT DANCE FLOORS TO BE INSTALLED IN THE WEBSTER AND ALBION ROOMS AT A COST NOT TO EXCEED \$10,000. EACH; and THAT FUNDS BE ALLOCATED FROM THE CAPITAL FUND ACCOUNT NO. CF 5334-928941006 (EQUIPMENT AND RENOVATIONS).

Note: The Committee, at its June meeting, rejected a proposal to construct permanent dance floors until such time as a visit to the Toronto Convention Centre to view their portable dance floors had been conducted. Upon further review the foregoing motion was carried.

2. "Rinkside Gardens" : Copps Coliseum

THAT THE FOOD AND BEVERAGE AREA LOCATED ON THE ARENA LEVEL, NORTH SIDE BE NAMED "RINKSIDE GARDENS".

3. Event Security : H.E.C.F.I. Facilities

THAT H.E.C.F.I. EVENT SECURITY STAFF BE UTILIZED AT ALL H.E.C.F.I. FACILITIES WHEN AVAILABLE.

Note: At the May meeting of the Operations Committee management was directed to "consider the feasibility of utilizing H.E.C.F.I. full-time security staff for events at Hamilton Place and the Hamilton Convention Centre. H.E.C.F.I. security staff would be responsible for events while the contracted security would be responsible for the facility(ies)." The Committee and Board requested clarification to background information contained in reports dated June 18th and July 13th. Upon further review the foregoing motion was carried.

4. Enclosure of Piano Nobile : Hamilton Place

THAT MANAGEMENT BE DIRECTED TO DEVELOP THE TENDER SPECIFICATIONS REQUIRED TO ENCLOSE A PORTION OF THE PIANO NOBILE IN AN AMOUNT NOT TO EXCEED \$10,000.; and THAT FUNDS BE ALLOCATED FROM ACCOUNT NO. CF 5200-929051005 (HAMILTON PLACE - FURNITURE, EQUIPMENT, RENOVATIONS).

5. Modification Required for Thermal Cool Storage Retrofit : Acceptance of Tender - C.U.P.

- a. **THAT THE QUOTATION SUBMITTED BY UNION BOILER COMPANY OF HAMILTON LTD. FOR THE PROVISION OF A BUILDING AUTOMATION AND DIRECT DIGITAL CONTROL SYSTEM WITH ASSOCIATED MODIFICATIONS, AT THE TOTAL COST OF \$87,736.20. BE ACCEPTED; and**
- b. **THAT H.E.C.F.I. MAKE APPLICATION TO THE THERMAL STORAGE RETROFIT PROGRAMME OFFERED BY ONTARIO HYDRO FOR AN INCENTIVE GRANT OF \$32,000. TOWARDS THE COST OF THE AFOREMENTIONED PROJECT; and**
- c. **THAT THE COST OF THE PROJECT BE FINANCED FROM CENTRAL UTILITIES PLANT CAPITAL BUDGET ACCOUNT NOS. CF 5200 929041001 and CF 5698 928851001 IN THE AMOUNT OF \$70,000. AND \$17,736.20. RESPECTIVELY.**

6. Donated Wine : (i) Junior Achievement
(ii) The Canadian Diary Cycling Challenge

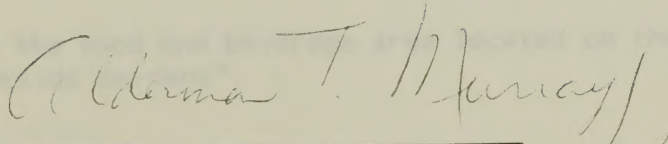
THAT DONATED WINE (TWO BOTTLES PER TABLE) BE SERVED AT THE JUNIOR ACHIEVEMENT DINNER, OCTOBER 17, 1990, AND THE CANADIAN DIARY CYCLING CHALLENGE DINNER, SEPTEMBER 27, 1990, SUBJECT TO MANAGEMENT'S VERIFICATION THAT H.E.C.F.I. GUIDELINES ARE MET.

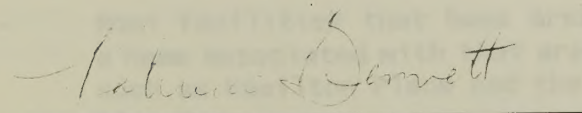
The following items were received/reviewed by the Committee and are presented to the Board for information:

- (i) **The Manager of Operations at The Hamilton Convention Centre was directed to oversee the replacement/repair of the Centre's portable podiums;**

- (ii) Tours of the Central Utilities Plant and facilities will be conducted for Board and Committee Members beginning with a tour of the Central Utilities Plant on October 24, 1990, 11:30 a.m. (just preceding the regularly scheduled Operations Committee meeting).
- (iii) Reports :
 - 1. Status Report on Confirmed Events/Performances at Copps Coliseum - September - December, 1990 (copy attached to the Marketing and Sales Regular Report);
 - 2. Client Evaluations/Comment Cards, Copps Coliseum.
- (iv) Correspondence.

Respectfully submitted,


Alderman T. Murray, Chairman


Patricia Bennett, Secretary



**Copps
Coliseum**

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/546-4000
Fax 416/527-6856

FOR ACTION

MEMO TO: **OPERATIONS COMMITTEE**

FROM: Mr. G. Macaluso,
Managing Director/CEO

Mr. J. Crane,
Director, Copps Coliseum

DATE: 1990 September 17

SUBJECT: **PROPOSED 'RINKSIDE GARDENS'**

RECOMMENDATION:

That the food and beverage area located on the arena level, north side be named "Rinkside Gardens".

BACKGROUND:

- Most facilities that have areas where food and beverage are served have a name associated with that area which the general public can identify with such as Hamilton Place and the Piano Nobile, Kitchener Auditorium and the Blue Room, etc.
- Event staff believes that having a name attached to this area and highlighted by the appropriate signage would improve communication and provide for better direction to the general public. A sample of the signage will be provided for Committee consideration and approval.

G. Macaluso,
Managing Director/CEO.

J. Crane,
Director, Copps Coliseum/C.U.P.

to the...
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Coops
Collection
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MEMO TO: ...
FROM: ...
SUBJECT: ...
DATE: ...
...

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...



Copps Coliseum

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR INFORMATION

MEMO TO: OPERATIONS COMMITTEE

FROM: Mr. J. Crane,
Director, Copps Coliseum/C.U.P.

Mr. T. Burrows,
Director, Hamilton Place

DATE: 1990 September 17

SUBJECT: HAMILTON PLACE - DESIGNATED
SMOKING ROOM, PIANO NOBILE

RECOMMENDATION:

For information purposes.

BACKGROUND:

At the 1990 May 18 meeting of the Board of Directors, approval to create a public smoking area within a portion of the Piano Nobile was granted, subject to a staff report on the cost of constructing a physical barrier, i.e. glass partition and doors, to delineate this area. This issue was then referred to the Operations Committee.

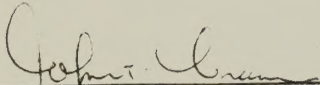
A quotation to construct an aluminum framed, glazed partition complete with a set of double doors has been provided by Whyte and Braniff Glass Ltd. Their quotation for this work is \$3,564.00 all taxes included. This cost would be increased by approximately \$500.00 to install millwork to match the existing doors in this area i.e. solid oak, vertical door pulls. Hence the total cost to convert a portion of the Piano Nobile to a designated smoking room would be \$4,064.00.

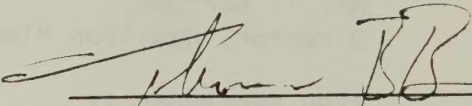
It should be noted that Section 15(2) of Bylaw 80-258, which regulates smoking in public places, does not require that this area be independently ventilated. However, so as to maintain an acceptable quality of indoor air, it would be desirable to supplement the existing ventilation system servicing this portion of the Piano Nobile. The most cost effective means of doing so would involve the installation of electrostatic air cleaners. PMD Ventilation Ltd. have provided a quotation of \$3,428.00 all taxes included, to supply four (4) air cleaning units capable of treating 1000 cubic feet of air per minute. Installation costs including electrical hook up have been estimated at \$1,600.00. Hence the total cost to provide a supplementary ventilation system for this designated smoking room would be \$5,028.00.

MEMORANDUM - 1990 SEPTEMBER 17
HAMILTON PLACE - DESIGNATED
SMOKING ROOM, PIANO MOBILE

PAGE 2

The information presented herein is provided for consideration.


J. Crane,
Director, Copps Coliseum.


T. Burrows,
Director, Hamilton Place.



Copps Coliseum

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR ACTION

MEMO TO: OPERATIONS COMMITTEE

FROM: Mr. G. Macaluso,
Managing Director/CEO

Mr. J. Crane,
Director, Copps Coliseum

DATE: 1990 September 24

SUBJECT: CENTRAL UTILITIES PLANT - Modifications
Required for Thermal Cool Storage Retrofit;
Acceptance of Tender

RECOMMENDATION:

- That 1) The quotation submitted by Union Boiler Company of Hamilton Ltd. for the provision of a building automation and direct digital control system with associated modifications, at the total cost of \$87,736.20 be accepted.
- 2) H.E.C.F.I. make application to the Thermal Storage Retrofit Programme offered by Ontario Hydro for an incentive grant of \$32,000.00 towards the cost of the aforementioned project.
- 3) The cost of the project be financed from Central Utilities Plant Capital Budget Account Nos. CF 5200 929041001 and CF 5698 928851001 in the amount of \$70,000.00 and \$17,736.20 respectively.

BACKGROUND:

In response to a Request for Quotations issued by the Manager of Purchasing, two bids were received for the modifications necessary to retrofit the existing storage tank facility at the Central Utilities Plant so that same may be utilized for the storage of chilled water generated during 'off peak' electrical hours. Attached please find quotation analysis dated 1990 September 21.

In March of 1990, the Board of Directors authorized the appointment of Engineering Interface Ltd. to prepare design documents i.e. specifications and drawings required to tender this project. It should be noted that the specifications developed and subsequently tendered, requested three prices based on a selected quality of control valve to be used i.e. Base Bid - best; Alternate 1 - good and Alternate 2 - better. The tender closed on 1990 September 10 with two mechanical contractors submitting bids.

From the bids submitted, it was determined that alternate two would be selected. Union Boiler Company of Hamilton Ltd. submitted the lowest quotation for alternate two at a total cost of \$87,736.20. Union Boiler is a reputable, local mechanical contractor utilizing local subcontractors for this project. They have submitted the stipulated Agreement to Bond and Bid Bond as required by the Purchasing Department. They have also been utilized by the Central Utilities Plant on mechanical projects in the past with good success. On this basis, it is being recommended that their quotation dated 1990 September 19 be accepted.

It should also be noted that this project qualifies for incentives available through the Ontario Hydro Commercial Incentive Programme. Application will be made for an incentive grant of \$32,000.00 payable towards the cost of the work. It has also been calculated that energy savings amounting to approximately \$21,500.00 annually will be achieved as a result of this project. Consequently, the following payback period can be determined;

Total project cost \$87,736.20
Less Ontario Hydro grant of 32,000.00

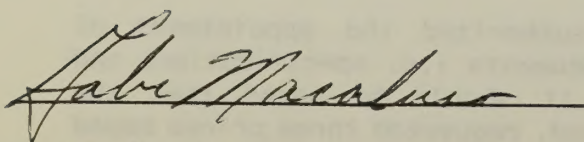
Net project cost \$55,736.20

Payback = $\frac{\text{Net Project Cost}}{\text{Annual Energy Savings}}$

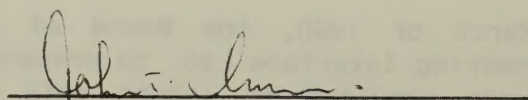
= $\frac{\$55,736.20}{\$21,500.00}$ = 2.6 years

Provisions have been made in the Capital Budget Programme for the C.U.P. to finance the cost of this project as follows;

<u>Account Number</u>	<u>Description</u>	<u>Amount</u>
CF 5200 929041001	C.U.P. - New Equipment/ Renovations (1990)	\$70,000.00
CF 5698 928851001	C.U.P. - Replacement/ Overhaul Equipment	\$17,736.20
TOTAL		\$87,736.20



G. Macaluso,
Managing Director/CEO.



J. Crane,
Director, Copps Coliseum.

Reference: C11-13-90
Closed: 90.09.19
Date: 90.09.21

THE CORPORATION OF THE CITY OF HAMILTON
REQUEST FOR QUOTATION

PROVISION OF A BUILDING AUTOMATION AND DIRECT DIGITAL
CONTROL SYSTEM WITH ASSOCIATED MODIFICATIONS

<u>BIDDERS</u>	<u>TOTAL COST INCLUDING TAXES</u>	<u>BID BOND</u>	<u>AGREEMENT TO BOND</u>
Superior	Base Bid \$95,589.96 Alternate (1) 91,823.96 Alternate (2) Did not quote	NO	YES
Union	Base Bid \$94,324.10 Alternate (1) 84,131.50 Alternate (2) 87,736.20	YES	YES



**Copps
Coliseum**

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/546-4000
Fax 416/527-6856

FOR INFORMATION

MEMO TO: OPERATIONS COMMITTEE

**FROM: Mr. G. Macaluso,
Managing Director/CEO**

**Mr. J. Crane,
Director, Copps Coliseum**

DATE: 1990 September 19

SUBJECT: COPPS COLISEUM - Client Evaluations/Comment Cards

RECOMMENDATION:

For information purposes.



Copps Coliseum

Victor K. Copps
Trade Centre/Arena

CLIENT EVALUATION

RECEIVED

AUG 7 1990

Ans'd

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Attention: Director
Tel. 416/527-7900

We very much appreciate if you would take the time to complete this questionnaire.

Your comments will assist us in reviewing our overall performance.

PROMOTER Hamilton Philharmonic Society Inc. Att. Mr. Jorgen Holgersen
General Manager

ADDRESS P.O. Box 2080, Station 'A' Hamilton, Ontario L8N 3Y7

DATE OF EVENT Saturday, June 16, 1990 "Anne Murray & George Fox"

BOOKING

Yes No Comments
(Please check)

Was the Sales Executive helpful?

☒ ☐

Were you given all details regarding rental rates and other costs?

☒ ☐

Do you feel the rates and costs are fair?

☐ ☒

Were the dates you wanted available?

☒ ☐

See Ham. Pl. Task Force
Final Report

BOX OFFICE

Was the Box Office Manager helpful?

☒ ☐

Were you given all details regarding Box Office fees and procedures?

☒ ☐

Was the service satisfactory?

☒ ☐

EVENT CO-ORDINATION

Was the Events Manager/Assistant helpful?

☒ ☐

Was the service/co-operation satisfactory?

☒ ☐

Did you receive technical advice?

☒ ☐

Was the set-up satisfactory?

☒ ☐

OPERATIONS

Was the building clean?

☒ ☐

Was the building temperature satisfactory?

☒ ☐

Were the dressing rooms satisfactory?

☒ ☐

Were the media/promoter rooms satisfactory?

☒ ☐

SECURITY

Was the Security Supervisor helpful?

☒ ☐

Was the Security Entrance Guard helpful?

☒ ☐

Was the Building Security adequate?

☒ ☐

SETTLEMENT

Was the Finance Director/Assistant helpful?

☒ ☐

Were all event costs itemized?

☒ ☐

Was the breakdown of costs satisfactory?

☒ ☐

GENERAL COMMENTS

Outstanding effort by all involved.
Everyone went out of their way to ensure the
success of this event.
Thank you!

Stephen B...

(OVER)

CLIENT EVALUATION

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Attention: Director
Tel. 416/527-7900

We very much appreciate if you would take the time to complete this questionnaire.

Your comments will assist us in reviewing our overall performance.

PROMOTER Donald K. Donald Productions Inc. Att. Mr. Donald Tarlton

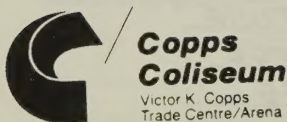
ADDRESS 4060 St. Catherine St. W. 7th Floor, Montreal, Quebec H3Z 2Z3

DATE OF EVENT Tuesday July 17, 1990 "Don Henley" Concert

	Yes (Please check)	No	Comments
<u>BOOKING</u>			
Was the Sales Executive helpful?	☒	☐	<u>VERY</u>
Were you given all details regarding rental rates and other costs?	☒	☐	
Do you feel the rates and costs are fair?	☒	☐	
Were the dates you wanted available?	☒	☐	
<u>BOX OFFICE</u>			
Was the Box Office Manager helpful?	☒	☐	
Were you given all details regarding Box Office fees and procedures?	☒	☐	
Was the service satisfactory?	☒	☐	
<u>EVENT CO-ORDINATION</u>			
Was the Events Manager/Assistant helpful?	☒	☐	
Was the service/co-operation satisfactory?	☒	☐	
Did you receive technical advice?	☐	☐	not necessary
Was the set-up satisfactory?	☒	☐	
<u>OPERATIONS</u>			
Was the building clean?	☒	☐	
Was the building temperature satisfactory?	☒	☐	
Were the dressing rooms satisfactory?	☒	☐	
Were the media/promoter rooms satisfactory?	☒	☐	
<u>SECURITY</u>			
Was the Security Supervisor helpful?	☒	☐	
Was the Security Entrance Guard helpful?	☒	☐	
Was the Building Security adequate?	☒	☐	
<u>SETTLEMENT</u>			
Was the Finance Director/Assistant helpful?	☒	☐	
Were all event costs itemized?	☒	☐	
Was the breakdown of costs satisfactory?	☒	☐	

GENERAL COMMENTS We could use a steam room for all our Production Managers
but only if it is not too much trouble.

Regards, Ken Brault



COMMENT CARD

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416-527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Victoria's Witness District Convention

DID YOU ENJOY THE EVENT? Yes

WERE YOU SATISFIED WITH:

	YES	NO	COMMENTS
STAFF	☒	☐	<u>Very warm, friendly people & environment. Informative program.</u>
FACILITY	☒	☐	
CONCESSIONS	☒	☐	
OTHER	☐	☐	

SUGGESTIONS:

NAME:

ADDRESS:

PHONE NUMBER:

THANK YOU

COMMENT CARD

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: STEVIE RAY VAUGHAN / JOE COCKER

DID YOU ENJOY THE EVENT? SUPERB SHOW - SMOKED OUT!

WERE YOU SATISFIED WITH:

	YES	NO	COMMENTS
STAFF	☐	☐	AT FIRST, A FEW PEOPLE
FACILITY	☐	☐	FURTIVELY LIT CIGARETTES, AND
CONCESSIONS	☐	☐	TRIED TO HIDE THEIR SMOKING.
OTHER	☐	☐	ONCE IT BECAME APPARENT THAT
SUGGESTIONS:			NOTHING WOULD BE DONE ABOUT IT,
			MORE STARTED UP BY THE TIME
			JOE COCKER WAS ON, YOU'D NEED
			A GAS MASK TO BREATHE IN THERE.

NAME: S BRADBURY

ADDRESS: 74 SOUTH CAV, HAMILTON

PHONE NUMBER: _____

THANK YOU

COMMENT CARD

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: STEVIE RAY VAUGHAN & JOE COCKER

DID YOU ENJOY THE EVENT? YES AND NO

WERE YOU SATISFIED WITH:

	YES	NO	COMMENTS
STAFF	☐	☒	SHOULD HAVE STOPPED THE SMOKERS,
FACILITY	☐	☐	THIS WOULD HAVE BEEN SO EASY
CONCESSIONS	☐	☐	TO DO, IF THEY STARTED RIGHT
OTHER	☐	☒	AWAY!
SUGGESTIONS:			THE SHOW WAS SUPERB BY BOTH ARTISTS
			I HAD GOOD SEATS BUT WAS DRIVEN OUT
			EVENTUALLY BY THE SMOKE WHICH WAS
			FILLING YOUR NON-SMOKING FACILITY

NAME: S BRADBURY

ADDRESS: HAMILTON

PHONE NUMBER: _____

THANK YOU

COMMENT CARD

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: JOHN HENLEY

DID YOU ENJOY THE EVENT? YES

WERE YOU SATISFIED WITH:

	YES	NO	COMMENTS
STAFF	☒	☐	<u>Very helpful.</u>
FACILITY	☒	☐	<u>Excellent seating, well kept</u>
CONCESSIONS	☒	☐	<u>Neat & clean, very orderly</u>
OTHER	☐	☐	

SUGGESTIONS: _____

NAME: Debbi Hogan

ADDRESS: 125 Glenview Ave., St. Cath. L2R 4C9

PHONE NUMBER: 416 682-9382

THANK YOU

COMMENT CARD

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: CATHOLIC CRUSADE

DID YOU ENJOY THE EVENT? YES

WERE YOU SATISFIED WITH:

	YES	NO	COMMENTS
STAFF	☒	☐	
FACILITY	☒	☐	
CONCESSIONS	☐	☒	<u>VERY SUBSTANDARD</u>
OTHER	☐	☐	<u>WATERED DOWN LOT</u>

SUGGESTIONS: COLD EXTREMELY SALTY FOOD
COLD & CLUMSY (COOKED) FOR 1200

NAME: DAVID KOSZALKA

ADDRESS: #81-3033 JENNIFER ST. K1P 6H6

PHONE NUMBER: 651-6932

THANK YOU

Dear Sirs,

These are beautiful facilities!

You also keep it well maintained.

One concern.

Is it possible to have have some urinals lowered for short people and children?

Sincerely
K. Cameron



**Copps
Coliseum**
Victor K. Copps
Trade Centre/Arena

COMMENT CARD

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Billy Joel Concert

DID YOU ENJOY THE EVENT? Yes I very muchly did.

WERE YOU SATISFIED WITH:

	YES	NO	COMMENTS
STAFF	☒	☐	<u>Great lighting and sound effects</u>
FACILITY	☒	☐	
CONCESSIONS	☐	☒	<u>Love you Billy J</u>
OTHER	☒	☐	

SUGGESTIONS: We should have had an intermission, I had to miss part of the concert just to get a drink.

NAME: Cherie Cameron

ADDRESS: 5295 Trinity Church Road.

PHONE NUMBER: 679-4954

THANK YOU

Anne Finlay-Stewart

95 Claremont Drive

Hamilton, Ontario

L9C 3N4

July 22, 1990

Dear Mr Elder,

We came to thank you in person as we left the theatre tonight, but you weren't in your office. This was a thoroughly enjoyable evening of musical theatre, and it was very kind of you to give us the tickets to West Side Story to make up for our disappointing visit to Cats.

You listened politely to our complaint about the sound quality of Cats, and then gave us an apology and an explanation - not merely an excuse. You treated us with respect and courtesy, and were very generous in compensation.

In short, you do your job with charm and professionalism.

Thank you again for a wonderful evening.

Yours sincerely,

Anne Finlay-Stewart
and Ted Stewart

John Gallagher, Henry Merling, Thomas Burrows,
Crabe Macaluso.

201 - 25th St. W.
Saskatoon, Sask.
S7L 0C3
13 August 1990

Administration Office
Copps Coliseum
101 York Blvd.
Hamilton, Ont.
L8R 3L4

Dear Sir/Madame;

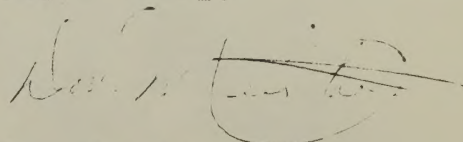
I would like you to know about my sincere appreciation for the very kind and considerate manner in which my friend and I were treated by your staff on Wednesday afternoon, August 8. Please pass along my thanks.

Although I was interested in visiting your facility it seemed that I would not be able to because of limited time. As a result we enquired at the reception desk whether we might be allowed to tour the Coliseum. To our very great surprise and delight your receptionist went to considerable effort in arranging a guided tour for us. Her consideration and obvious care will not soon be forgotten.

After juggling her duties in order to assist us she sent us down to the Security office where a gentleman whom I only know as Em met us. The very comprehensive tour which he led us through and his friendly, professional manner were a great credit to your establishment. As a former member of the R.C.M. Police and with several years of contract and in-house security experience I can confidently state that men of his calibre are almost impossible to find in the security trade. I would suggest that you are very fortunate to have him. During the tour we also met your senior ice-maker, Al Stoken, whom I was surprised to realize that I know by reputation and was most pleased to speak with at some length.

It was interesting to note that although my friend and I were both extremely impressed with the Coliseum, the strongest impression we took away was the friendliness and competence of the staff members whom we met. You obviously have not only a facility to be proud of but a staff which would be a credit to any facility.

Yours truly,



Don Meister

R.R. 1

Fiskerville, Ontario

NOV 160

Dear Sirs.

Please pass along my
appreciation for the person involved
in arranging the Parents' Lounge
for the Milli Vanilli concert.
What a great idea!

Reta Fleming

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Fifth paragraph of handwritten text, continuing the flow of the document.

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Committee Reports/Minutes

5.2.1

Operations Committee Minutes of July 25, 1990

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

OPERATIONS COMMITTEE

**Wednesday, July 25, 1990
12:00 Noon
Copps Coliseum, Hamilton Room**

REGULAR MINUTES

PRESENT: Alderman T. Murray, Chairman,
Alderman H. Merling, Vice-Chairman
Mayor R. Morrow
Alderman J. Gallagher
Mr. N. Levitt

ALSO PRESENT: Alderman T. Jackson
Mr. F. DeNardis
Mr. G. Macaluso
Mr. J. Leuser
Mr. T. Burrows
Mr. J. Crane
Mr. B. Calder
Mr. S. Dockman

GUEST: Mr. J. Evans, Evans, Philp

MEDIA: Mr. T. Tuck, C.K.O.C.

1. Opening Remarks

Nil

A. Expansion of Service Corridor, Third Floor : Hamilton Convention Centre

MOVED by Alderman Gallagher, seconded by Mr. Levitt that

APPROVAL BE GIVEN TO RETAIN A CONSULTING ENGINEER TO INVESTIGATE THE FEASIBILITY OF EXPANDING THE THIRD FLOOR SERVICE CORRIDOR AND PREPARE SPECIFICATIONS AND DRAWINGS AT A COST NOT TO EXCEED \$3,000.; and

THAT FUNDS BE ALLOCATED FROM CAPITAL FUND ACCOUNT #CF 928941006-5334 - EQUIPMENT AND RENOVATIONS.

MOTION CARRIED.

B. Donated Wine - Canadian Football Hall of Fame Induction Dinner - October 20, 1990

MOVED by Alderman Gallagher, seconded by Mr. Levitt that

THE CANADIAN FOOTBALL HALL OF FAME BE ALLOWED TO SERVE DONATED WINE, TWO BOTTLES PER TABLE, AT THE INDUCTION DINNER TO BE HELD ON SATURDAY, OCTOBER 20, 1990.

MOTION CARRIED.

C. Medical Advisory Services for H.E.C.F.I. Facilities

MOVED by Alderman Gallagher, seconded by Mr. Levitt that

THE VOLUNTARY SERVICES OF DR. MOE ALI, CHIEF OF STAFF, ST. JOSEPH'S HOSPITAL, AS OFFERED IN THE LETTER DATED MAY 11, 1990 BE UTILIZED BY H.E.C.F.I. IN AN ADVISORY CAPACITY TO EVENT MEDICAL STAFF.

MOTION CARRIED.

2. Correspondence

The Committee received for information correspondence dated July 10, 1990 from Sister Rita Bohnert, Director, Men's Centre, Good Shepherd Centres expressing appreciation for the donation of food.

3. Regular Minutes of June 27, 1990

Alderman Murray requested that the June 27th minutes reflect that his absence was as a result of an out-of-town business commitment.

MOVED by Alderman Gallagher, seconded by Mr. Levitt that

THE MINUTES OF THE JUNE 27, 1990 REGULAR SESSION BE APPROVED AS AMENDED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Report : Quality and Receiving Controls - Food Purchases, Hamilton Convention Centre

MOVED by Alderman Gallgher, seconded by Mr. Levitt that

THE JULY 13, 1990 REPORT, QUALITY AND RECEIVING CONTROLS - FOOD PURCHASES, HAMILTON CONVENTION CENTRE, BE RECEIVED.

MOTION CARRIED.

5. Reports

5.1 Future Confirmed Events/Bookings

The Committee received reports from the Convention Centre and Hamilton Place providing documentation on future confirmed events/bookings.

6. New Business

7. Other Business

8. Date of Next Meeting

It was agreed that the regularly scheduled meeting August 22, 1990 would be cancelled. The Committee to meet at the call of the Chairman.

9. In-Camera Motions

The following motions were carried during the In-Camera Session:

THE IN-CAMERA SESSION BE CONVENED AT 12:30 P.M.

THE IN-CAMERA MINUTES OF JUNE 27, 1990 BE APPROVED AS AMENDED.

H.E.C.F.I. FORMALLY FILE AN APPEAL TO THE LIQUOR CONTROL BOARD IN RESPECT OF THE COMPLAINTS DOCUMENTED IN THE JULY 13TH NOTICE OF PROPOSAL TO SUSPEND A LICENCE.

THE IN-CAMERA SESSION BE ADJOURNED AT 2:16 P.M.

10. Adjournment

MOVED by Alderman Gallagher, seconded by Mr. Levitt that

THE MEETING ADJOURN AT 2:20 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Alderman T. Murray, Chairman

Patricia Bennett, Secretary

Committee Reports/Minutes

5.3

Marketing and Sales Committee Fourth Report



Hamilton
Entertainment
and Convention
Facilities Inc.

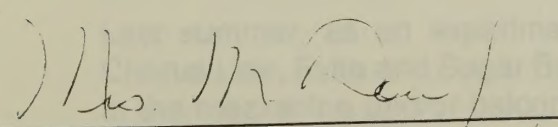
101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

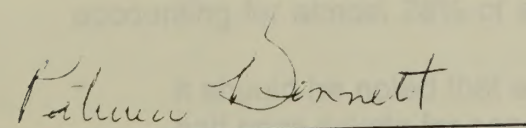
MARKETING AND SALES COMMITTEE FOURTH REPORT OF 1990

The Marketing and Sales Committee presents its **FOURTH** Report from its meeting held September 28, 1990 and submits the following for information:

- (i) Reports:
1. Discount Tickets;
 2. Hamilton Place Theatre Theme Night Cost/Benefit Analysis;
 3. Status Report on Confirmed Events/Performances at Copps Coliseum - September - December, 1990;
 4. Upcoming Promotions and Co-Promotions, Hamilton Place;
 5. 1989 Annual Report;
 6. Studio Theatre Alternative Uses.
- (ii) Correspondence.

Respectfully submitted,


Mrs. M. Dow, Chairman


Patricia Bennett, Secretary



Hamilton
Environment
and
Development
Lancaster, PA

MARKETING AND SALES COMMITTEE FOR THE YEAR OF 1990

The Marketing and Sales Committee hereby certifies that the following is a true and correct statement of the committee's activities for the year 1990.

- | | |
|------------------------|---|
| 1. Marketing Committee | 1 |
| 2. Sales Committee | 1 |
| 3. Marketing Committee | 1 |
| 4. Sales Committee | 1 |
| 5. Marketing Committee | 1 |
| 6. Sales Committee | 1 |

(Signature)

(Signature)

For the Marketing Committee

For the Sales Committee



Hamilton
Entertainment
and Convention
Facilities Inc.

HECFI Marketing/Sales
c/o Hamilton Convention Centre
115 King Street West
Second Floor
Hamilton, Ontario L8P 4T9
Tel. 416/523-5883

MEMO TO: THE MARKETING AND SALES COMMITTEE

FROM: Mr. Barry Snetsinger, Director of Marketing and Sales

DATE: 18 September 1990

SUBJECT: DISCOUNT TICKETS

RECOMMENDATION

THAT THE MARKETING AND SALES COMMITTEE RECEIVE THE FOLLOWING, FOR INFORMATION ONLY.

BACKGROUND

At the June 29th Marketing and Sales Committee meeting management was requested to present a report on the feasibility of selling half-price tickets rather than "papering" the house.

A. OVERVIEW

The sale of discounted theatre tickets is an established practice in New York, Toronto, and London. In these cities the vast majority of the entertainment venues have collaborated to regularly allocate a number of tickets to be sold at discounted prices at a central location on the day of performance. For instance, in New York it is not uncommon to be able to purchase a ticket on the day of performance for a top-rated Broadway attraction at less than half price. These tickets are made available to the public at a specially marked kiosk located in Times Square. Though the line-ups are long the chances of securing a decent seat to any one of a dozen different shows is excellent.

Last summer, as an experiment, Hamilton Place offered half price tickets for Chorus Line, Evita and Sugar Babies. The condition of the offer stipulated location in the mezzanine and/or balcony, and that the purchase be made three (3) days prior to each opening night performance. The concept was heavily promoted and proved to be extremely successful, generating over \$88,000.00 in revenue and accounting for almost 28% of all tickets sold for those shows.

- * It should be noted that a standard practice at Hamilton Place is the sale of half price tickets for pensioners and students on the day of performance, if approved by the promoter.

B. ANALYSIS

1. It is an axiom of the theatre business that the most expensive seat in the house is an empty one, and on that basis the practice of offering discounted tickets would seem to be a prudent business practice. Considering that the alternative is no revenue at all, the discounting concept would appear to be very attractive, if only from the perspective of covering costs not to mention the potential to improve overall profitability.
2. The discounting practice does increase audience numbers for each individual performance. This has two potential benefits:
 - (i) The opportunity to generate incremental concession sales.
 - (ii) The potential word-of-mouth advertising that each patron will generate (this of course assumes that the performance in question is well received.)

Positive word-of-mouth can represent a significant advantage; A study two (2) years ago by the Neederlander organization clearly showed that theatre patrons will each tell, on average, 12 people about a positive performance experience. Furthermore, the study showed that the vast majority of tickets purchased for any individual show were done on the strength of "an endorsement from a friend", rather than traditional advertising and promotion.

3. Offering tickets at a reduced rate can attract patrons to an event that might otherwise would be beyond their financial means. This has two possible benefits:
 - (i) The obvious positive public relations opportunities associated with bringing entertainment to people who otherwise could not ever hope to see it.
 - (ii) The chance that attracting someone to a discounted performance this time might result in their attendance at a full-priced performance next time.
4. A key drawback of the discounting practice is the irritation and the friction that is inevitably created when a full-price patron is confronted with the realization that a percentage of the house gained admittance at a rate substantially below that which he paid.

5. Discounting can encourage a degree of procrastination among savvy ticket buyers who will soon figure out that they can get a seat at a substantially reduced rate by waiting until the eleventh hour to purchase. This will result in the loss of a percentage of seats that would, under normal circumstances, be sold at full price, but due to the "rush" policy now will be sold at a discount. It could also result in an overall loss of sale as procrastination can sometimes lead to no action at all.

C. STRATEGY CONSIDERATIONS

A limited number of discounted tickets for each performance, restricted to locations in the mezzanine and/or balcony could be made available on the day of, or two or three days prior to day-of-performance. The tickets would be subject to availability, sold on a strict first come-first served basis and, of course, only with the consent of the promoter concerned. The offer would be presented to the public via print ads and radio spots scheduled to run just prior to the opening of the show. The limited number of available seats and the restrictions on seat location would be stressed in the advertising. In an effort to head-off possible complaints from patrons who have purchased full-priced seats the discounted tickets will be confined to only those in the lower price range (which are always the last to be sold anyway). In addition to the public offering a relationship could be established with local corporations and charitable organizations and a special version of the offer could be extended to them as well.

D. CONCLUSION

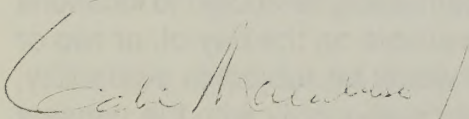
Our box office statistics clearly show that there is price resistance with many "middle-range" shows (the mega hits such as Cats or Phantom seem to be impervious to outside economic influences and regularly sell-out at the top ticket price). Disposable dollars earmarked for entertainment are limited at the best of times, but when economic conditions are tight it is usually the first household budget item to be cut. This is the atmosphere in which we currently find ourselves, and most experts predict that these economic conditions will be with us for a while. Offering discounted tickets could be the incentive we need to stimulate those "borderline" patrons who are interested in attending the theatre but because of budget constraints cannot afford to do so at full price.

**DISCOUNT TICKETS
- MEMORANDUM**

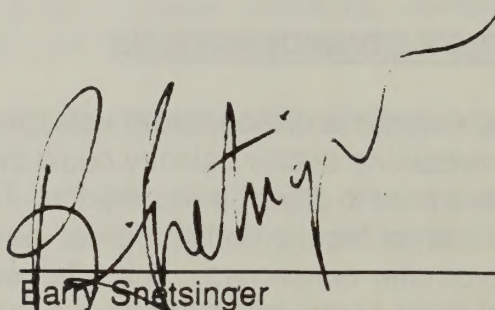
PAGE 4

With this in mind we believe that the concept of developing a discount ticket policy is a good one and should be given serious consideration as part of the 1991 Marketing & Sales plan.

Respectfully submitted,



Gabe Macaluso
MANAGING DIRECTOR/CEO



Barry Snetsinger
DIRECTOR OF MARKETING AND SALES



Hamilton
Entertainment
and Convention
Facilities Inc.

HECFI Marketing/Sales
c/o Hamilton Convention Centre
115 King Street West
Second Floor
Hamilton, Ontario L8P 4T9
Tel. 416/523-5883

MEMO TO: MARKETING AND SALES COMMITTEE

FROM: Mr. Gabe Macaluso, Managing Director/CEO
 Mr. Barry Snetsinger, Director of Marketing and Sales

DATE: 27 August 1990

SUBJECT: HAMILTON PLACE THEATRE THEME NIGHT COST/BENEFIT ANALYSIS

RECOMMENDATION

THAT THEME NIGHTS, ASSOCIATED WITH SELECTED PERFORMANCES AT HAMILTON PLACE THEATRE, FOR THE EXPRESS PURPOSE OF STIMULATING TICKET SALES CONTINUE TO BE UTILIZED.

AND THAT THE COSTS ASSOCIATED WITH EACH, BE IDENTIFIED IN THE 1991 MARKETING AND SALES PLAN AND THE SUPPORTING BUDGETS.

BACKGROUND

At the February 22nd, 1990 meeting of the Hamilton Place Committee the Director of Marketing and Sales was directed to provide a cost/benefit analysis regarding the feasibility of holding dinner theatre type theme nights in association with events at Hamilton Place Theatre. In order to properly asses the potential for such activity it was felt that the most prudent course of action was to conduct a "test" of the concept. It was further determined that the test would be conducted in conjunction with the performance of West Side Story, scheduled for Tuesday, July 17th.

COST/BENEFIT ANALYSIS

A. THEME NIGHT OUTLINE

Name: West Side Diner

Place: Commonwealth Plaza

Date: Tuesday, July 17, 1990

Time: 6:00 P.M. - 12:00 Midnight

Music: CHML to provide

Food/Beverage: Convention Centre to provide all food and beverage services.
Menu to include hamburgers, hot dogs, popcorn, ice cream, soft drinks, coffee, tea, liquor and beer.

Decor: 50/60's, appropriate tie-ins to West Side Story, custom car display, jukebox, staff to be appropriately dressed, small round tables, checked table cloths, fountain and lights.

Promotion: CHML/CKDS to provide free promo spots.
West Side Story ticket giveaways.
Six (6) Spectator ads.
Flyers to be inserted in Cats program through-out the run, and in West Side Story opening night program. Flyers to be distributed generally throughout the area on the day of the event.
Announcements in the theatre before the performance at intermission, and at the conclusion of the performance.

Other: Two Dollars (\$2.00) nominal admission fee to be donated to the CHML Children's Fund.

B. PERFORMANCE VERSUS OBJECTIVES

Objective #1. To draw public attention to the presentation of West Side Story at Hamilton Place.

Although it is almost impossible to accurately measure without the benefit of a pre/post awareness study, we are confident that the West Side Diner project generated a significant amount of public interest. The tie-in to the CHML Children's Fund resulted in the station providing substantially more coverage than the agreed upon six (6) promotional spots. John Hardy regularly plugged the event on his morning show, and encouraged the other on-air personalities to do the same. As a result we estimate that between \$7,000.00 and \$10,000.00 worth of incremental publicity was generated in the week leading up to the event. Over and above this free publicity, our advertising budget of \$5,000.00, which included spots on CHML/CKDS, ads in the Spectator, and flyer insertions in the Cats and West Side programs, generated additional substantial public awareness.

(A complete file of samples of the newspaper ads, radio spots, flyers etc. together with a five minute video of the event is available for review on request.)

Objective #2. To stimulate ticket sales of West Side Story.

Drawing a correlation between awareness and sales is difficult at the best of times. In theory advertising generates interest, interest stimulates trial, and trial can be converted, over time, into regular usage. With respect to event ticket sales the trial phase is eliminated, and awareness must stimulate a direct purchase. For this to work the "product" must have broad, intrinsic consumer appeal. In our view this was not the case with West Side Story. The absence of a major star around which to build a promotion, and the fact this production has played Hamilton three (3) times in five (5) years resulted in a considerable amount of consumer apathy. It is within this context that we must evaluate the ability of the theme night concept to stimulate ticket sales. Actual box office sales for West Side Story, in the days following the Diner project totalled 1,030, or approximately \$38,000.00. Even if only 10% were a direct result of the awareness generated by the West Side Diner experience the net result would more than cover our costs.

Objective #3. To generate a profit via food and beverage sales.

Revenues from food and beverage sales totalled \$2,159.00, broken down as follows: 39% food, 26% liquor, 1% premium beer, 34% regular beer, 4% wine, and 14% soft drinks. Expenses amounted to \$5,179.11 which included labour costs of \$2,343.00 and also approximately \$600.00 to host a cast party, an expense that under normal circumstances would be borne by the Hamilton Place budget. The net result was an operating loss of \$3,020.11. It should be noted that bar revenues at Hamilton Place were not affected at all by the activity on the Plaza. The \$2,343.00 therefore was entirely incremental.

Objective #4. To generate good publicity for HECFI.

Though no formal surveys were conducted a de-briefing of all staff on-duty during the evening clearly indicated that the consumer response was overwhelmingly positive. Even the Matt Hayes weather forecast broadcast live on CHCH from the West Side Diner was upbeat, positive and complimentary of the event. This, together with the money raised for the CHML Children's Fund, contributed to what must be considered very favourable publicity for HECFI.

C. CONCLUSIONS

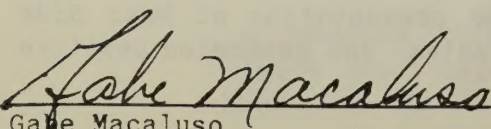
1. The benefits of the theme night concept more than justify the costs.
2. The event stimulated awareness of the presentation of West Side Story, resulted in incremental ticket sales, and generated positive publicity for HECFI.

3. The West Side Diner theme night did not generate a profit.
4. The activity provided a timely morale-boosting work opportunity for the Convention Centre staff.
5. HECFI was able to showcase Commonwealth Plaza in a manner never done before.
6. The event provided an excellent opportunity to entertain clients and new business prospects.
7. The West Side Story crew and cast were treated to a unique and unusual opening night party.
8. New Faces was given an excellent new exposure opportunity.

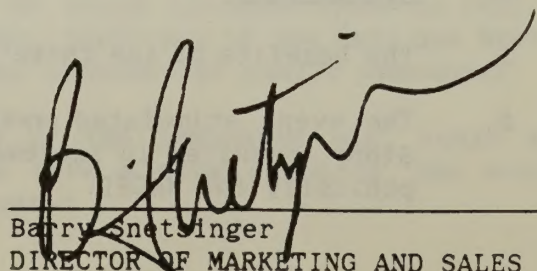
D. RECOMMENDATIONS

1. The theme night concept is an effective promotional tool and should be employed again.
2. The theme night concept should be considered a marketing/promotional expense, rather than a new revenue opportunity. As a consequence we recommend that it be specifically identified in the 1991 Marketing Plan, and funded from the 1991 Marketing Budget as part of our on-going effort to improve and enhance the theatre experience.
3. The limited licensed area of Commonwealth Plaza severely restricts flexibility. We recommend that the licensing of the entire Plaza be expedited so that future theme nights can be fully extended to the entire usable space.
4. Any charge at the door should be clearly identified as a charitable donation, as opposed to a requirement of admission.

Respectfully submitted,



Gale Macaluso
MANAGING DIRECTOR/CEO



Barry Snetsinger
DIRECTOR OF MARKETING AND SALES



Hamilton
Entertainment
and Convention
Facilities Inc.

HECFI Marketing Sales
c/o Hamilton Convention Centre
115 King Street West
Second Floor
Hamilton, Ontario L8P 4T9
Tel. 416/523-5883

REPORT TO MARKETING AND SALES COMMITTEE

REPORT TO: Marketing and Sales Committee
Attn: Ms. Pat Bennett, Legislative Assistant

FROM: Mr. Barry Snetsinger
Director of Marketing and Sales, HECFI

COPY TO: Ms. Leslee Stewart, Sales Executive, Copps Coliseum

DATE: 10 September 1990

RE: **STATUS REPORT ON CONFIRMED
EVENTS/PERFORMANCES AT COPPS COLISEUM -
SEPTEMBER - DECEMBER 1990**

September, 1990

10 Confirmed Events/Performances

1. Heart Concert
: September 4
2. Home Show
: September 13 - 16
3. Dukes vs. Kingston
: September 20
4. Dukes vs. Niagara Falls
: September 23
5. Dukes vs. Sault Ste. Marie
: September 27
6. Bocce Ball Tournament
: September 29
7. Dukes vs. Owen Sound
: September 30

October, 1990

9 Confirmed Events/Performing

1. Dukes vs. Belleville
: October 4
2. Dukes vs. Detroit
: October 7
3. Dukes vs. Windsor
: October 9
4. Dukes vs. Cornwall
: October 11
5. Kiss Concert (CPI)
: October 12
6. NBA Pre-Season Exhibition Game
: October 13
7. Dukes vs. Ottawa
: October 14
8. Dukes vs. Sudbury
: October 18
9. Dukes vs. Oshawa
: October 25

November, 1990

11 Confirmed Events/Performances

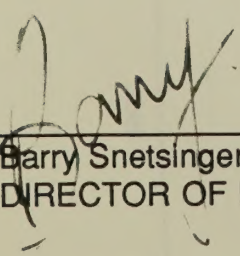
1. Dukes vs. Niagara Falls
: November 1
2. Dukes vs. Detroit
: November 3

3. Hamilton International Auto Show
: November 8 - 11
4. Dukes vs. London
: November 15
5. WWF
: November 16
6. Dukes vs. Windsor
: November 18
7. Dukes vs. Kitchener
: November 22
8. Dukes vs. Owen Sound
: November 29

December, 1990

6 Confirmed Events

1. Dukes vs. Niagara Falls
: December 2
2. Dukes vs. Kitchener
: December 9
3. Dukes vs. London
: December 13
4. Dukes vs. Niagara Falls
: December 16
5. Dukes vs. Owen Sound
: December 20
6. Harlem Globetrotters
: December 26



Barry Snetsinger
DIRECTOR OF MARKETING AND SALES

NOVEMBER 1971

1	Continued Events	November 1971
2	Continued Events	November 1971
3	Continued Events	November 1971
4	Continued Events	November 1971
5	Continued Events	November 1971
6	Continued Events	November 1971
7	Continued Events	November 1971
8	Continued Events	November 1971
9	Continued Events	November 1971
10	Continued Events	November 1971

DECEMBER 1971

1	Continued Events	December 1971
2	Continued Events	December 1971
3	Continued Events	December 1971
4	Continued Events	December 1971
5	Continued Events	December 1971
6	Continued Events	December 1971
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10	Continued Events	December 1971

NOVEMBER 1971

1	Continued Events	November 1971
2	Continued Events	November 1971
3	Continued Events	November 1971
4	Continued Events	November 1971
5	Continued Events	November 1971
6	Continued Events	November 1971
7	Continued Events	November 1971
8	Continued Events	November 1971
9	Continued Events	November 1971
10	Continued Events	November 1971

UPDATE

UPCOMING PROMOTIONS AND CO-PROMOTIONS, HAMILTON PLACE

DATE	SHOW	RECOMMENDATION	CONTRACT STATUS	RATIONALE
Sept. 27	BATTLE OF BRITAIN	Yes	Contract Signed	This is a 50th Anniversary concert with the BBC Concert Orchestra, BBC Singers and Royal Air Force Marching Band.
Oct. 18, 19	DAVE ALLEN	Yes	Contracted June 20/90	Two sold-out shows on previous engagement; virtually guaranteed against loss. Unusual terms: first money to all local costs including min. rent (\$2310) to Hamilton Place & promoter's profit; thereafter, 88% to Dave Allen, 12% to be shared by promoter and Hamilton Place.



Hamilton
Entertainment
and Convention
Facilities Inc.

HECFI Marketing Sales
c/o Hamilton Convention Centre
115 King Street West
Second Floor
Hamilton, Ontario L8P 4T9
Tel. 416/523-5883

MEMO TO: MARKETING AND SALES COMMITTEE

FROM: Mr. Barry Snetsinger, Director of Marketing and Sales

DATE: 19 September 1990

SUBJECT: STUDIO THEATRE ALTERNATIVE USES

A. BACKGROUND

Theatre Aquarius will be vacating the Studio Theatre at Hamilton Place in February 1992. In an effort to replace the revenue that will be lost to HECFI (approximately \$70,000.00) as a consequence of their departure staff was directed to prepare a report identifying possible alternative uses.

B. TRADITIONAL ALTERNATIVE USES

1. Resident Company

The ideal solution would be to replace Theatre Aquarius with another resident company. With this in mind we have approached Theatre Terra Nova to discuss their future plans. They will not commit themselves to an agreement at this time and though we will continue to maintain contact we believe that the realistic chances of a rental deal are very slim.

2. Lunch-time Theatre

A series of short plays (45 minutes) running twice a day at lunchtime for a total of 104 performances. For \$10.00 patrons will receive a ticket and a "brown bag" lunch.

This is a concept that has worked very well in both Toronto and Vancouver but it is new to Hamilton and therefore difficult to predict consumer reaction. Naturally the quality of the programming will be a key determining factor, but the fact that Hamiltonians do not place the same social emphasis on lunch that is evident in both Toronto and Vancouver would seem to indicate a high risk. The use of local talent, coupled with a "striped-down" production will make it cost-effective but difficult to market. With over 100 performances we would have ample opportunity to build an audience but only if good value is perceived by the consumer.

C. NON-TRADITIONAL ALTERNATIVES

1. Convention/Trade Show Opportunities

The Studio Theatre would be added to the inventory of space made available to convention and trade show clients. Optimum use of the space would be as a "lecture hall" during consumer shows as a location for "how-to" presentations and demonstrations.

As an alternative we could develop our own programming, including the development of a series of consumer workshops sold on a subscription basis, and run over a series of weeks. A wide variety of subjects could be developed; taxation, buying a home, retirement planning, investing, etc.

2. Seniors Series

Working with Chris Hamilton of Geritol Follies we would develop a series of events tailored to the Studio, targeted at the growing seniors market. These might include a classic film series, a travelogue series, lectures etc. If we could provide an audience through series subscription tour operators might be interested in paying a fee to make slide and video presentations of their packages.

3. School Programming Series

This series has already been running a number of years and is now well established among educators. If we can give the program a permanent home in the Studio Theatre we could raise its profile with aggressive promotion, and possibly attract a major corporate sponsor. Once we have gained a solid foothold in the children's market we may be able to spin-off other programming concepts, including a theatre school.

D. SUMMARY

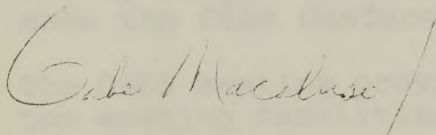
It is difficult to predict with any degree of accuracy the potential of any of the concepts presented above due to the fact that success/failure for most of them depends largely on the quality of the production. However, assuming that we can exercise some control over this element our most difficult task will then be to "sell" the Studio Theatre as a viable entertainment venue to potential consumers.

STUDIO THEATRE ALTERNATIVE USES
- M E M O R A N D U M

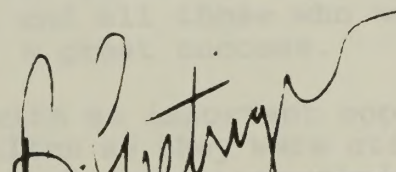
PAGE 5

Currently the only audience that has been regularly exposed to the Studio Theatre are the patrons of Theatre Aquarius, and these people are surely of the opinion that the make-shift seating, and questionable acoustics, are considerably less than adequate. Beyond this, many of the ideas developed will compete directly with programs already offered in the community many by non-profit/charitable organizations. Often they are successful because of an extensive volunteer network which provides direct access to a loyal, and long-term patron. We cannot compete on this level and must therefore substitute marketing expertise and money if we are to have any chance for success.

Respectfully submitted,



Gabe Macaluso
MANAGING DIRECTOR/CEO



Barry Shetsinger
DIRECTOR OF MARKETING AND SALES

Chavarras has only been in the field for a short time and the results of his research are preliminary. He has found that the majority of the respondents are in the 18-24 age range and are mostly male. The majority of the respondents are in the 18-24 age range and are mostly male. The majority of the respondents are in the 18-24 age range and are mostly male.

[Handwritten signature]
J. Chavarras
1988-1989

1988-1989



THE CANADIAN CHAMBER OF COMMERCE

55 Metcalfe St., Suite 1160, Ottawa, Ontario K1P 6N4
Tel: (613) 238-4000 Telex: 053-3360 Fax: (613) 238-7643

August 22, 1990

Mr. Gabe Macaluso,
Managing Director/CEO,
Hamilton Entertainment and
Convention Facilities Inc.,
101 York Boulevard,
Hamilton, Ontario L8R 3L4

Dear Gabe:

Many thanks for the time you set aside to meet with us last week, and my congratulations to you and all those who worked so hard to make the CSAE Conference such a great success.

The CSAE meeting provided me with an important opportunity to view the meeting facilities in Hamilton as they were utilized by a group of similar size to my own, and to assess their strengths and weaknesses. I found them acceptable in every way, but with one important exception.

Our 600-700 delegates generally meet as a group, and they also dine en masse, with both functions preferably held under the same roof. In order to do so comfortably in Hamilton, we would have to make use of both the Chedoke and Wentworth Rooms at the Convention Centre.

However, the Wentworth Room has not been finished to the extent where it is acceptable as a venue for either type of function. There is clearly a need to lower, or at least dress up, the ceiling, to add wall coverings, to install permanent carpeting and to improve the acoustics before it can be offered to clients as a "meeting room". Indeed, as it stands now, it is not acceptable to many potential clients even as exhibit space.

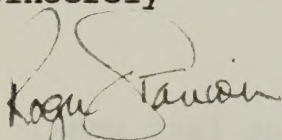
While a great deal of creativity was applied to temporarily dressing up the room for CSAE functions by importing shrubbery, temporarily carpeting certain areas, and lowering the lights (my congratulations to the make-up artists), a similar "make-over" would not serve all purposes nor would it address my problem. We would need to use that room to conduct official business sessions with all the lights on and, in its current state, it doesn't make the grade.

I was encouraged to hear that improvements are to be made sooner or later. However, for our purposes, we would prefer to see concrete action sooner rather than later. We, the Hamilton and District Chamber, and the hotels are anxious to confirm a future

Canadian Chamber of Commerce Annual Meeting for your city. However, improvements to the Wentworth are a key to our plans, and we will require a firm and detailed commitment in this area in order to remove this remaining impediment.

Again, congratulations on the success of the CSAE event, and best wishes as you continue your efforts to establish Hamilton in the NHL of major convention destinations in Canada. We look forward to bringing Canada's most prestigious business meeting to your city at a future date. Your success in effecting improvements at the Centre may well determine just how soon that comes to pass.

Sincerely



Roger Stanion
Senior Vice-President

cc: Hamilton and District Chamber of Commerce

Barry

James Nuttall, Publisher

August 17, 1990

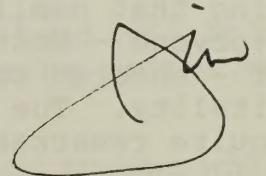
Dear Sal:

Just a note of congratulations on the superb job you and your colleagues did on the CSAE convention.

1990 will certainly go down as one of the best ever -- many people were expressing the same view.

As a native Hamiltonian, it is certainly a treat to watch first-time visitors jolted into the reality that, by golly, the city is much more than smokestacks!

Best regards,



Special thanks for the Oklahoma tickets!

5762 Highway 7, Suite 207, Markham, Ontario L3P 1A8
Telephone: (416) 471-1550 Fax: (416) 471-1552



CANADIAN RETAIL HARDWARE ASSOCIATION
ASSOCIATION CANADIENNE DES DETAILLANTS EN QUINCAILLERIE

The Official Organization Of Canadian DIY Retailers

L'Organisation officielle des détaillants canadiens en "DIY"

OFFICE OF THE
EXECUTIVE DIRECTOR

August 17, 1990

Mr. Sal Farrauto, Sales Manager,
Hamilton Convention Centre,
115 King Street W.,
Hamilton, Ontario,
L8P 4T9

Dear Sal:

Well, the Hamilton CSAE Conference is history - and what a superb event it was!

As a veteran of many CSAE annual conferences, I am unhesitating in stating that Hamilton did it best. The friendliness and enthusiasm of everyone - Host Committee, hotel employees, Convention Centre staff - ensured that your visitors will long remember your hospitality. The social events were creative and fresh. The food was quite remarkable. The decor was imaginative.

In short, the whole event was exciting and wonderful.

From experience, I know that all of that doesn't happen by chance. The smoother things run, the more work and organization has been done to assure it. Please pass on my CONGRATULATIONS to all of the members of your Host Committee.

The Hamilton CSAE Conference is now the benchmark of excellence against which all future conferences will be measured.

As one of your fortunate guests, I thank you all most sincerely.

Best personal regards.

Sincerely,

Thomas M. Ross, B.Sc.PhM., M.B.A.
Executive Director

cc Jack Shand, CSAE

CSDA
Canadian Soft Drink Association
Association canadienne de
l'industrie des boissons gazeuses
ACIBG

August 22, 1990

Sal Farrauto
Sales Manager
Hamilton Convention Centre
115 King Street West
Hamilton, Ontario
L8P 4T9

Dear Sal:

You guys did a fantastic job in Hamilton. Your hospitality was the most outstanding feature, but the generosity of HECFI, your organization and others was also tremendous and appreciated.

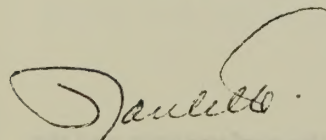
Comparing conferences is like comparing lovers; one shouldn't try. I found this to be a top notch conference - everything was spectacular and the people in Hamilton made us feel so incredibly welcome.

Also, there was a young lady named Andrea who waitressed at several functions who was so professional and considerate; she deserves special mention and I hope you will let her know. She arranged for meal alternatives for Paul and I during the salmon lunch, and did so much for us every time she could.

While I cannot bring you business in the short term, please use me as a reference any time, and know that you would be at the top of my list should Hamilton be a potential destination for my groups.

Thanks again for everything; please share my appreciation with your partners.

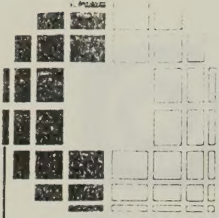
Warm regards,



Paulette Vinette, C.A.E.
President

PV:pp

RECEIVED AUG 23 1990



**CANADIAN SOCIETY OF ASSOCIATION EXECUTIVES
SOCIÉTÉ CANADIENNE DES DIRECTEURS D'ASSOCIATION**

Hamilton Chapter CSAE

1990 08 21

Mr Sal Farrauto
Hamilton Convention Centre
115 King Street West
Hamilton, Ontario
L8P 4T9

Dear Sal,

The 1990 CSAE Conference is now history. Your role as conference co-chairman was key in the success of our conference, and I thank you for your personal contribution. Now that it's all over what are you going to do with all your spare time?

I must also comment on the excellent job done by the Hamilton Convention Centre, and I congratulate you and your staff on a job well done! Every event at your facility was carried out with excellence in the most professional manner that can be found, and I think the standing ovation at the gala banquet said it all on behalf of the delegates.

I know from hosting the CSLT 50th anniversary congress here in 1987 of the excellent services we have to offer in Hamilton. If at any time I can be of assistance as a reference please feel free to call on me.

Again thank you for all your hard work, and I look forward working with you in the coming year on the CSAE Hamilton Chapter Board.

Yours Sincerely

Kurt H. Davis, FCSLT, C.A.E.
Past President,
Hamilton Chapter, CSAE

PS. A special thanks to HECFI for the Oklahoma tickets. We thoroughly enjoyed the performance and the following reception.

RECEIVED AUG 22 1990



GREATER HAMILTON

REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

August 20, 1990

Project
Hamilton-
Wentworth
as a Regional
Centre

Retain and
Expand
Existing
Enterprises

Develop
Industrial Land

Foster Small
Business

Facilitate
Investment
Opportunities

Identify
Business
Partners

Attract People
and
Employment

Assist
Technology
and Skills
Development

Promote
Tourism and
Special Events

Attract
Conventions

Sal Farrauto
Director of Sales
HECFI
115 King St. W., 2nd Floor
Hamilton, Ontario
L8P 4T9

Dear Sal:

On behalf of the Regional Municipality of Hamilton-Wentworth, I wish to convey our appreciation to you and your staff regarding the CSAE Conference. Without the organizational skills of yourself and the skills of your staff with regards to the Convention Centre, Copps Coliseum and Hamilton Place, the Convention would not have been a success.

Please convey to them our appreciation for their warm hospitality and their dedication throughout this conference. Again, thank you very much.

Yours sincerely,

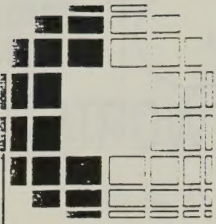
Joseph Fardell
Manager
Tourism and Convention Services

JF/pae

ECONOMIC DEVELOPMENT DEPARTMENT

P.O. Box 910, Hamilton, Ontario, Canada L8N 3V9
1 James St. South, 3rd Floor, L8P 4R5

Tel: Business Development (416) 546-4447
Tourism and Convention Services (416) 546-4222
1-800-263-8530 Fax: (416) 546-4107



CANADIAN SOCIETY OF ASSOCIATION EXECUTIVES
SOCIÉTÉ CANADIENNE DES DIRECTEURS D'ASSOCIATION

August 24, 1990

Mr. Barry Snetsinger
Director, Marketing and Sales
Hamilton Entertainment
and Convention Facilities Inc.
115 King Street West, Second floor
Hamilton, Ontario L8P 4T9

Dear Barry:

From all accounts Conference '90 was a huge success. Many members believe it was the finest ever staged by CSAE and were particularly impressed with the scope and quality of the support from the region of Hamilton-Wentworth.

On behalf of the CSAE Board, and the staff, I want to convey my sincere thanks to you and the HECFI Board for your generous and significant contribution to this success. Your support was both appreciated by the members and enhanced their visit to Hamilton.

The decor and the meal at the C.A.E. graduation luncheon were absolutely fantastic. I don't think the members have ever seen such an amazing set-up, it will be hard to match next year.

The combined efforts of the staff from the HECFI facilities were tremendous. Everyone we dealt with was friendly and efficient, they all work well together and made our job much easier. The staff at CSAE truly enjoyed working with the volunteers from Hamilton.

I look forward to an early occasion when we can work together again. You and the staff at HECFI did a great job and can proudly share in the knowledge that Conference '90 was the best in CSAE history.

Kindest personal regards,

Jack F. Shand, C.A.E.
President

cc: Sal Farrauto
Ken Graydon, Chairman of the Board, 1989-90
Alasdair McKichan, Chairman of the Board, 1990-91
Caroline Halliday, Manager, Meetings & Events



DARLY SNETSINGER

RECEIVED JUL 24 1990

4195 Dundas Street West, Suite 305
Etobicoke, Ontario, M8X 1Y4

Tel: (416) 234-1878 • Fax: (416) 234-8636

July 20th, 1990

1989-90

Officers

President
E. Shantz

Vice-President
W. Heslop

Directors

K. DeNure
R. Hould
J. Langdon
N. Leuschen
C. Lewis
M. McKay
T. Moorhead
D. O'Brien
V. Welch

Executive Director

J. Goodman, C.A.E.

Mr. Sal Farrauto, Sales Manager
c/o The Hamilton Sheraton Centre
115 King Street West
Hamilton, Ontario L8P 4T9

Dear Sal:

Re: S.B.O.A. Convention 1990

You must be very proud of your Convention Facility, and of your Staff. Both are excellent. We felt very much at home !

Now that the dust has had a chance to settle following our recent convention, and I have a few moments, I trust that you will share my thoughts with your people.

As we both realize, it takes many responsible staff, in many areas, all willing to co-operate for a convention to go as planned and to operate smoothly. One ' kink in the link ' and the whole chain is weakened. Any minor problems that did evolve were rectified very quickly. Our convention ran without a hitch.

Being the Convention Chairman, I had the opportunity to work with many of your Staff in their respective departments. Working with Karen Dowhan in your Sales Department was extremely beneficial to me. Karen had all the answers to my many questions, questions that so often go left unanswered.

..... / 2

Mr. Sal Farrauto
July 20th, 1990
Page # 2

Once it became time to plan meal menus and all meeting function layouts, I know that I must have tested many times the patience of your Events Co-ordinator, Margaret Lees. Nothing was too much trouble for Margaret. Cheerfully, she just stuck on another 'yellow' ammendment slip to the function sheet, and we continued on. And, when Margaret had to leave The Centre for personal reasons, she turned our file over to Sandra Johnson who knew it backwards and forwards. We never missed a beat.

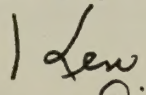
Bruce McCrady, your Banquet Manager, and his assistant Peter Kopatch were also great to work with. When our ordered flowers for the Head Table Thursday Evening did not show, Peter, at the 11th hour, found four (4) arrangements. Don't know where he found them; not sure I want to know. But, he found them. I am confident that Peter never picked them himself.

And let's not forget Sabina and her serving staff, who did a superb job throughout, serving our meals piping hot and on time. But, without Allan and Fritz in the wings (kitchen) making the necessary food preparation, - well - we would have all left the table growling with hunger pains.

There's always the danger, that when one begins naming individuals, Sal, inadvertently, someone is missed. From our Association to your entire Staff, please express our sincere appreciation for their co-operation, their time, and those little extras in going that extra mile in making THE SCHOOL BUS OPERATORS' ASSOC. CONVENTION 1990 most successful.

We look forward to a future opportunity of being hosted by THE HAMILTON CONVENTION CENTRE.

Sincerely Yours,


Ken DeNure
Conv. Chair '90

KD:db

c.c. Wm. Heslop, Pres.

RECEIVED JUL 20 1990

The Burlington Spectator

A Southam Newspaper

534 Brant Street
Burlington, Ontario L7R 2G8
Telephone (416) 681-3900



July 16, 1990

Mr. G. Macaluso
Managing Director/CEO
HECFI
101 York Blvd
Hamilton, Ontario
L8R 3L4

Dear Mr. Macaluso,

I would like to thank Hamilton Entertainment and Convention Facilities Inc. for the kind donation of the gift certificates in support of "The Great Christie Picnic Kite Camp" draw.

The event was a resounding success as over 400 of our Kite Campers entered the HECFI draw.

Enclosed is a copy of the ads featuring your logo which ran in The Burlington Spectator and The Hamilton Spectator.

I hope that you were satisfied with the exposure given in return for the certificates. Thank you very much for supporting this annual community event.

Sincerely,

K Eber

Kathy Eber,
Public Relations Co-ordinator,
The Burlington Spectator.

KE/lah

Sam
EY.I.
7/23/90

Kite Camp

Flying Lessons

Saturday, June 30
Christie Conservation Area

As part of The Great Christie Picnic, The Spectator invites you to join the "Kite Camp"

- Bring your favourite kite
- Make a "Kiss-Ka-Dee" Kite* with the Ontario Science Centre-free supplies and instruction *(first 200 campers)
- See the Science Centre's display of fancy kites, including the life size "Icarus" kite
- Kite demonstrations
- All registered Kite Campers will be entered into a draw to win a Family Gift Certificate for the Copps Colliseum or Hamilton Place event of their choice.

Other picnic attractions include The Spectator Mascot Challenge, childrens entertainer Eric Nagler, Fabulous Fireworks and much more!

Call 525-2181 for more information



Hamilton
Entertainment
and Convention
Facilities Inc.

THE GREAT
**CHRISTIE
PICNIC**



The Spectator

Thanks for the picnic

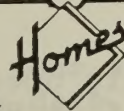
Once again the Great Christie Picnic was a tremendous success. Thousands of people helped celebrate the Canada Day Weekend by joining in with all the activities and cheering on their favourite mascot in The Great Mascot Challenge . . . T.C. from the Tiger Cats was this year's winner.

A special thank you to all our participants and supporters who helped make the day enjoyable for all.



Hamilton Region Conservation Authority

p·a·r·k·s·h·o·r·e

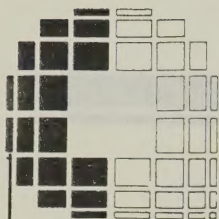


Ontario Science Centre
Centre des sciences de l'Ontario



Hamilton
Entertainment
and Convention
Facilities Inc.

The Spectator



**CANADIAN SOCIETY OF ASSOCIATION EXECUTIVES
SOCIÉTÉ CANADIENNE DES DIRECTEURS D'ASSOCIATION**

August 24, 1990

Mr. Barry Snetsinger
Director, Marketing and Sales
Hamilton Entertainment
and Convention Facilities Inc.
115 King Street West, Second floor
Hamilton, Ontario L8P 4T9

Dear Barry:

From all accounts Conference '90 was a huge success. Many members believe it was the finest ever staged by CSAE and were particularly impressed with the scope and quality of the support from the region of Hamilton-Wentworth.

On behalf of the CSAE Board, and the staff, I want to convey my sincere thanks to you and the HECFI Board for your generous and significant contribution to this success. Your support was both appreciated by the members and enhanced their visit to Hamilton.

The decor and the meal at the C.A.E. graduation luncheon were absolutely fantastic. I don't think the members have ever seen such an amazing set-up, it will be hard to match next year.

The combined efforts of the staff from the HECFI facilities were tremendous. Everyone we dealt with was friendly and efficient, they all work well together and made our job much easier. The staff at CSAE truly enjoyed working with the volunteers from Hamilton.

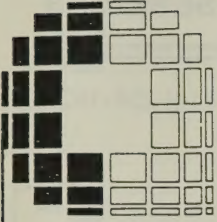
I look forward to an early occasion when we can work together again. You and the staff at HECFI did a great job and can proudly share in the knowledge that Conference '90 was the best in CSAE history.

Kindest personal regards,

Jack F. Shand, C.A.E.
President

cc: Sal Farrauto
Ken Graydon, Chairman of the Board, 1989-90
Alasdair McKichan, Chairman of the Board, 1990-91
Caroline Halliday, Manager, Meetings & Events

cc: Barry Sneltinger



**CANADIAN SOCIETY OF ASSOCIATION EXECUTIVES
SOCIÉTÉ CANADIENNE DES DIRECTEURS D'ASSOCIATION**

August 24, 1990

Ms. Robin Laking
Events Manager
Hamilton Convention Centre
115 King Street West
Hamilton, Ontario
L8P 4T9

Dear Robin:

Congratulations!! From all accounts Conference '90 was a huge success, and many believe it was the best ever held. All the hard work and anticipation have paid off, and you should be proud of your accomplishments.

The evaluation forms are coming in and the complements to the city and the people of Hamilton are great. The hospitality and service afforded to the delegates was superb.

Everyone I spoke with was impressed with the facilities and the service afforded them at the Hamilton Convention Centre. ALL of the staff were friendly and efficient, from the Security men and the Receptionists, to the banquet staff and events department. Your efforts on our behalf were tremendous.

The commitment and enthusiasm of the Hamilton team was inspiring and I really enjoyed working with you. My job was made easier and definitely more fun.

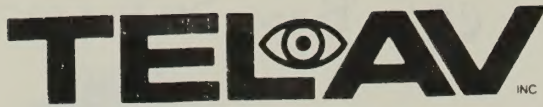
To express our gratitude for all your efforts we are inviting you on a cruise on Lake Ontario. The date is Friday, September 14, on "Showboat". Enclosed is an invitation and a map. I look forward to seeing you then.

Robin, thanks for all your help, and I hope we'll have another opportunity to work together.

Yours truly,

Caroline Halliday
Manager, Meetings & Events

Encl.



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AUDIO VISUAL SERVICES

124 The East Mall, Toronto, Ontario, Canada M8Z 5V5

Telephone: (416) 234-5444

Facsimile: (416) 234-1974

August 22, 1990

Mr. Sal Farrauto
Sales Manager
Hamilton Convention Centre
115 King Street West
Hamilton, Ontario
L9C 2V2

Hi Sal!

I just wanted to drop you a note to tell you that CSAE
was OUTSTANDING!

Everyone is talking about the excellent food, evening
functions and educational forums.

Sal, it was great!

Kindest regards,

TELAV INC.

A handwritten signature in cursive script, appearing to read "Heidi".

Heidi Welker
Director of Marketing

HW:ml

**CANADIAN SOCIETY OF ASSOCIATION EXECUTIVES
SOCIÉTÉ CANADIENNE DES DIRECTEURS D'ASSOCIATION**

September 10, 1990

Mr. Sal Farrauto
Sales Manager
Hamilton Convention Centre
115 King Street West
HAMILTON, Ontario
L8P 4T9

Dear Sal:

I would be very remiss to not add my thanks to you and your team of volunteers for making the recent CSAE conference the best in the organization's history.

It was a very effective team. You promised and delivered a level of hospitality and service unparalleled in the history of CSAE which would leave a lasting impression.

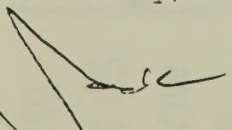
While the facilities in Hamilton are good and met our every need, it was the people who made a difference. They worked hard, they cared, and they demonstrated a spirit of community and professional pride. Great teams don't just happen - they need a leader to motivate, inspire, and set an example. That was your role and you excelled.

Indeed, the city of Hamilton and the regional municipality of Hamilton-Wentworth showed it could host the most discerning and influential meeting planners in the country and do the job better than anyone else. You had a great deal of support - from senior politicians to in-house banquet staff - but you pulled it all together. You are a credit to HECFI and to the city.

CSAE has an obligation to visit other cities and surpass its most recent success. I can assure you that Hamilton will not only be a hard act for others to follow, but it will be a destination we look forward to visiting because of its commitment to excellence.

Congratulations on an extremely fine job. We all appreciate it.

Cordially,



Jack F. Shand, C.A.E.
President

JFS:ss

cc: Robert Morrow, Mayor of Hamilton
Reg Whynott, Chairman of Hamilton-Wentworth
Barry Snetsinger

Pop promoters say concert biz in a recession

By Chris Dafoe
Toronto Star

When a concert by Janet Jackson is cancelled because of a conflict with a stock car race, you know it hasn't been a great summer for Toronto promoters.

Jackson was to play the CNE Grandstand tonight, but promoter Concert Productions International cancelled the date earlier this week, saying that this afternoon's stock car races at the stadium made it impossible to prepare the stage for the show.

Industry observers note, however, that advance sales on the show were slow — CPI says just over 10,000 tickets had been sold. Even with strong day-of-show sales, attendance would have fallen well short of the 27,000 people who saw Jackson's SkyDome show earlier this year.

The cancellation of Jackson's show was the latest in a series of foul-ups, flops and financial fiascos that have plagued the Toronto summer concert scene this year.

As that season draws to a close, promoters can look back on such unfond memories as:

□ An Allman Brothers Band show during the Ex that drew barely 4,500 people to the 27,000 capacity Grandstand. Other weak shows during the CNE series were Melissa Etheridge (6,000) and Dio (5,000).

□ The cancellation of the Caribana SkyDome show. The show, featuring Ice T, Regina Belle and a handful of others, and promoted by the Caribean Cultural Committee, was supposed to raise money to cover Caribana's deficit. Advance sales: 2,000.

□ The disastrous 30th anniversary Mariposa Festival, which saw attendance plummet in the face of foul weather. The Mariposa Foundation has since launched an emergency fundraising drive in an effort to keep the festival's deficit under control.

□ A sharp drop in attendance at the Ontario Place Forum. According to booker Lou Seiler, the rainy summer has cut attendance at the Forum by about 15 per cent.

While some of the failures can be attributed to bad weather and inexperienced promoters, key players in the concert industry point to a number of other factors in explaining the soft summer concert market.

Most agree that there are too many acts competing for the summer concert dollar. While summer has always been a busy time on the concert circuit, the growth of outdoor amphitheatres, such as Kingswood Music Theatre — known in the industry as "sheds" — has helped concentrate tours in the summer.

pattern that runs from May to September," CPI's Arthur Fogel says. "Because there are all these amphitheatres that need inventory during the summer, we get a lot of acts on the road at the same time, even though it would make more sense for the business to spread out."

While the glut of shows doesn't hurt the consumer, it has hurt some promoters and bands, especially mid-level acts. The big success stories of the summer of 1990 were tours by superstar acts such as Phil Collins, Madonna and New Kids On The Block.

Significantly, those acts also had some of the highest ticket prices, with good seats for Madonna and Collins, for example, going for \$32.50 plus a \$2 or \$3 service charge.

The concert business trade magazine *Pollstar* recently reported ticket prices are up by as much as 20 per cent over 1989 levels. It also noted that about two-thirds of the concert dollars went to the top five highest grossing acts.

"The major acts are doing all the business. With the high ticket prices, it's hurting the smaller acts; a medium-size act that in past years would have done 8,000, would do 4,000 to 5,000 this summer," says Vinny Cinquemani of The Agency, which books a number of Canadian acts.

Cinquemani points out that, after spending a \$125 at a Madonna show — not hard if you include two tickets, parking, t-shirts and a program — a fan is not likely to head out to another show for at least a couple of weeks.

Cinquemani also breaks with others in the industry by suggesting that the weak economy may be behind this summer's soft concert market. The conventional economic wisdom holds that the entertainment industry is recession-proof, Cinquemani is not so sure.

"As far as I'm concerned, we've been in a recession for a year," he says in arguing that the industry must fight for lower prices and more creative packaging if it is to prosper.

"People are getting more conservative. They only have so much disposable income."

Fogel, on the other, suggests that the recording cycle rather than the business cycle is behind the weak summer. While he concedes that consumers may be a bit choosier about what they see, they will still pay out if the right act comes along. And, according to Fogel, those acts are coming.

"The business seems to go in three-year cycles and it's tied to the recording cycle," he says, pointing to coming new releases — and presumably tours — by artists such as INXS and Paul Simon.

"I'm pretty optimistic about the coming months. It's inconceivable that the market won't rebound."

Let the shows begin in Brantford

Performing arts centre makes its debut tomorrow

By STEWART BROWN
The Spectator
BRANTFORD

Even before capacity audiences welcome Anne Murray to the gala opening tomorrow, the newly renovated 1134-seat Sanderson Centre for the Performing Arts is giving itself a hand.

Make that two. They're up there applauding in black and white over the Dalhousie Street marquee of the former Capitol Theatre in the heart of Brantford.

But the major test comes this weekend when singer Murray — also performing a Sunday concert — kicks off a concentrated month of entertainment including free concerts next week by Brantford musical and dance groups.

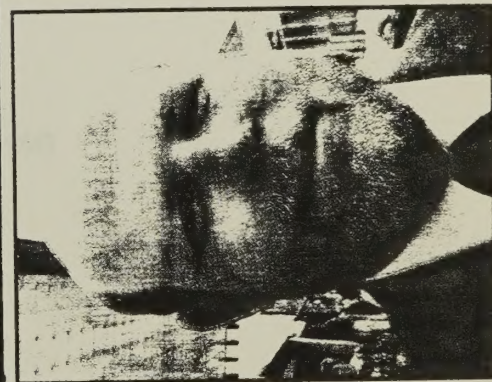
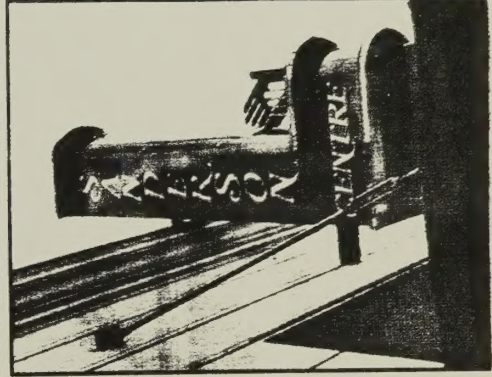
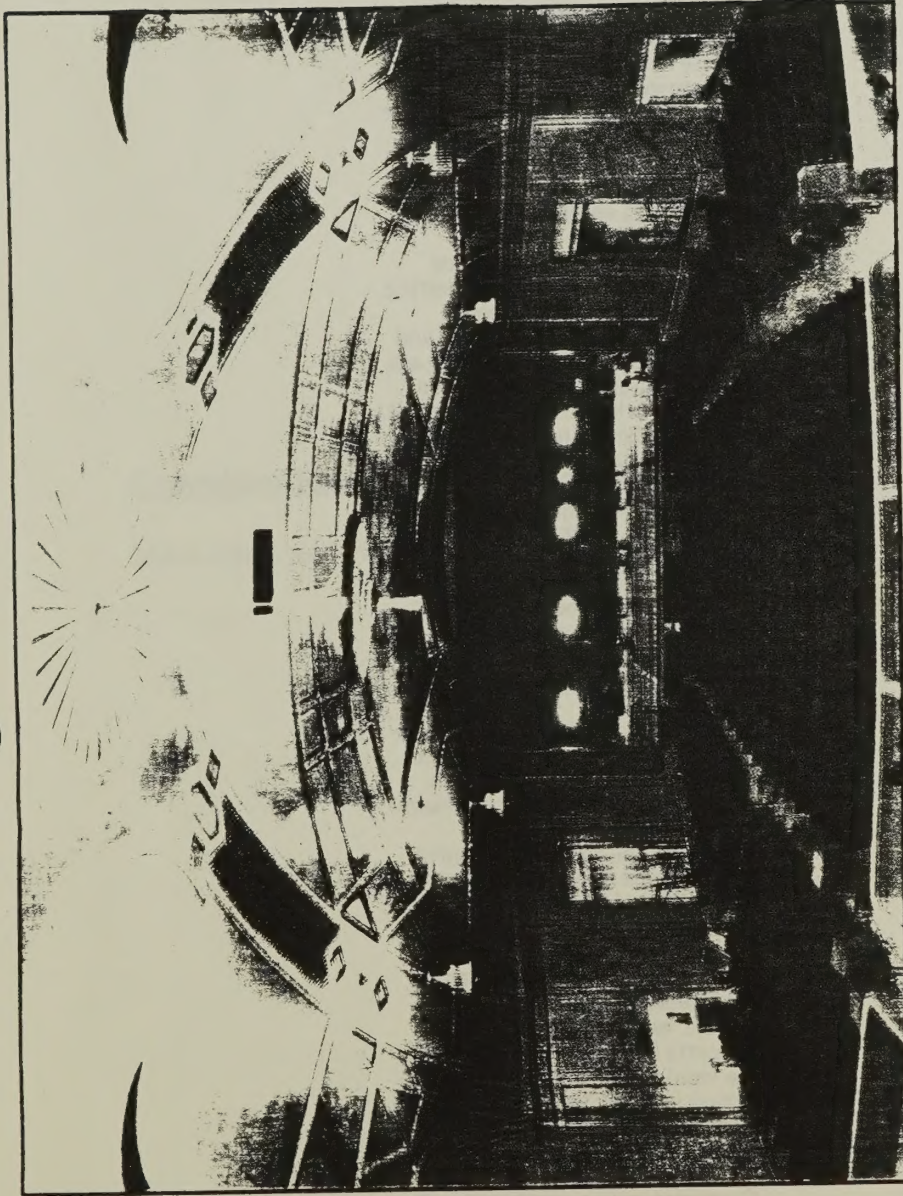
Like Toronto's Elgin, Wintergarden and Pantages Theatres, Brantford's Sanderson — which began life in 1919 as a vaudeville house called the Temple Theatre, then became the Capitol with the arrival of movies — was designed by American architect Thomas Lamb. And like that sellsome Toronto triumvirate, it has been restored using time-honored crafts.

Total tab for the three-year restoration project is \$6 million and much of it will be on view when audiences visit the theatre.

A new entrance, front facade, lobby carpeted with a replica of the 1919 original, box office and reception areas were finished in 1988.

New this past year is a complete renovation of the auditorium interior. The Romanesque arches and ceiling have a dominant sandy-gold color. A huge overhead mural depicts maidens frolicking in an English garden. Chairs have been re-upholstered in dusty rose. Two side and seven rear-orchestra floor-level boxes have been created. For symphony concerts, an acoustical shell will appear on the stage, which itself can be extended to cover the existing 15-person orchestra pit.

Less obvious are the hidden improvements: new lighting and sound



Photos by Elm Paxton The Spectator

☐ Auditorium, above, has been completely renovated. At right is exterior theatre sign and Sanderson centre manager Patrick Marcotte.

systems, upgraded heating and electrical systems, dressing rooms for 42, a rehearsal hall the size of the main stage, and 37 sets of lines to fly scenery.

The theatre has been renamed to honor the Sandersons, a philanthropic Brantford family, now deceased, that channelled many of its investment profits into the community. In fact, \$700,000 of the restoration total came from the Sanderson Foundation.

The name choice has not met unanimous community approval, with many

☐ Continued on D4

Centre called 'the old Capitol'

□ Continued from D1

people preferring to retain the better-known Capitol name. For reference's sake, the theatre will probably continue to be known as "the old Capitol" for several years to come.

Manager of the revamped facility is Pat Marcotte, who began a career in theatre administration at Toronto's O'Keefe Centre, rising from usher to chief accountant, then becoming assistant manager of Kitchener's Centre In The Square before joining the Brantford project in 1986.

Programming from now to May ranges through a variety of entertainment. Popular music is represented by Anne Murray and The Nylons. Jazz entertainers include Peter Appleyard. The Turtle Island String Quartet and Moe Koffman. Theatre includes touring musicals such as Hello Dolly, Camelot, The Sound Of Music and the Canadian show, A Gift To Last. Classical musicians include Jon Kimura Parker, the Tudor Singers, Shauna Rolston and Benadene Blaha. For dance enthusiasts, there's the Gran Folklórico de Mexico, the Toronto Dance Theatre and Manhattan Tap. Comedy brings The Second City and Buddy Wasisname And The Other Fellers. There'll be a Las Vegas revue, Chinese Acrobats, Russian Folk Festival and life-size marionettes performing A Christmas Carol.

All are available on an individual ticket basis or may be custom-selected at reduced prices on a subscription plan for a minimum of three shows.

As well, the Sanderson Centre will be home to regular concerts by the Brantford Symphony Orchestra, Brantford Memorial Concert Band, yearly dance festival and attractions presented by the Brantford Music Club.

Next week, in fact, free daily concerts and shows will focus on the local use of Brantford's refurbished facility. Monday brings the Brantford Memorial Concert Band in an 8 p.m. concert. Tuesday focuses on the Brantford Civic Orchestra with a combined jazz and classics concert at 8 p.m. featuring James Campbell and Gene DiNovi. Wednesday is tour day, from 11 a.m. to 9 p.m., with free coffee. Thursday brings a variety dance show at 8 p.m. Toronto's Hannaford Street Silver Band performs under the auspices of the Brantford Music Club Friday at 1.30 p.m. and 8 p.m. Next Saturday at 2 p.m. Ronald McDonald hosts a children's show about literacy.

Admission to these free concerts is by ticket, which may be reserved — along with any upcoming purchase orders — by phoning the Sanderson Centre toll-free from area codes 416, 519 and 705 at 1-800-265-0710.

Committee Reports/Minutes

5.3.1

Marketing and Sales Committee Minutes of July 27, 1990

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

MARKETING AND SALES COMMITTEE

Friday, July 27, 1990

8:00 a.m.

Hamilton Convention Centre, Room 314

REGULAR MINUTES

PRESENT: Mrs. Mary Dow, Chairman
Mr. M. Ryder, Vice Chairman
Alderman J. Gallagher
Alderman D. Drury
Mr. W. Tidball

ALSO PRESENT: Mr. G. Macaluso
Mr. B. Snetsinger
Mr. T. Burrows
Mr. S. Farrauto
Mr. B. Cripps
Ms. P. Bennett

REGRETS: Alderman D. Agostino

1. Chairman's Remarks

The Chairman opened the meeting at 8:15 a.m.

It was agreed that item 4.1 Hamilton Place Meeting Rooms would be moved to the "Action" portion of the agenda.

It was

MOVED by Alderman Gallagher, seconded by Mr. Ryder that

**THE HAMILTON PLACE MEETING ROOMS, PIANO NOBILE AND
BOARD ROOM BE BOOKED JOINTLY BY THE MARKETING AND
SALES DEPARTMENT AND HAMILTON PLACE STAFF.**

MOTION CARRIED.

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

MARKETING AND SALES COMMITTEE

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SALES DEPARTMENT AND HAMILTON PLACE STAFF.**

MOTION CARRIED.

2. Correspondence

MOVED by Alderman Gallagher, seconded by Mr. Ryder that

THE FOLLOWING CORRESPONDENCE CIRCULATED WITH THE AGENDA PACKAGE BE RECEIVED:

July 6th correspondence from Mrs. E. Kaye;
July 4th correspondence from Ms. T. Townsend,
Ottawa Street BIA;
June 13th correspondence from Mr. D. Mantle,
Purchasing Management Association of Canada;
June 20th correspondence and enclosure from
Alderman J. Gallagher;
June 27th correspondence from Ms. L. Lounsbury,
City of Scarborough, Recreation and Parks;
Correspondence from Ms. R. Black, McMaster Commerce
Graduation Committee.

MOTION CARRIED.

The Committee directed that staff respond to Mrs. Kaye's letter on behalf of the Chairman of the Board advising that her correspondence will be forwarded to the Hamilton Place Task Force with the request that she be kept informed of any change to current H.E.C.F.I. policy(ies).

3. Minutes of Regular Session June 29, 1990

MOVED by Mr. Tidball, seconded by Alderman Gallagher that

THE MINUTES OF THE REGULAR SESSION JUNE 29, 1990 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Hamilton Place Meeting Rooms

This item was discussed at the meeting's outset.

4.2 West Side Story Theme Night

The Director of Marketing and Sales requested the Sales Manager to verbally report on the various aspects of the Theme Night. Mr. Farrauto initiated his report by showing a video of the event. Details of the report include:

- from 1,000 to 1,200 people passed through the diner; 75 to 80% of those were theatre goers;
- HECFI received approximately \$7,000. in free advertising; Matt Hayes gave the weather report from Commonwealth Square that evening;
- eighteen tickets to West Side Story were sold and thirty tickets to other events were sold that evening;
- cost to HECFI to run the event was approximately \$3,021;
- the amount of \$185 was raised for the CHML Children's Fund;
- Hamilton Place liquor sales were not hampered by the diner;
- the event has provided the data required to complete a cost benefit analysis.

Alderman Gallagher expressed surprise at the \$3,021 cost to HECFI and recommended that these expenses be examined and pared for future events.

It was noted that different rates of beer and alcohol were being charged by Hamilton Place and the Convention Centre partially due to the different wage structures of the two facilities. The Hamilton Convention Centre carries the liquor permit for the patio which held the event and thus charged Convention Centre rates. It was agreed that application for an extension of the Hamilton Place liquor licence to include the area adjacent to the Piano Nobile should be facilitated as quickly as possible.

It was generally agreed that 'theme nights' should be planned for Oklahoma and Jesus Christ Superstar. The CEO advised that a freeze has been placed on the Marketing and Sales budget until such time as total losses for the three shows (West Side Story, Oklahoma and Jesus Christ Superstar) are known. The Director of Marketing and Sales reported that HECFI lost approximately \$140,000. on West Side Story. It was

MOVED by Alderman Gallagher, seconded by Mr. Ryder that

FUTURE THEME NIGHTS BE FINANCED FROM THE HAMILTON PLACE PROMOTIONAL BUDGETS.

MOTION CARRIED.

It was suggested that front line staff be interviewed in respect of their perception of the event and invited to make suggestions for improvement. As well, it was suggested that Mr. Farrauto's video be pared to two minutes and used as a sales tool.

5. Reports

5.1 Future Confirmed Events/Bookings

MOVED by Mr. Ryder, seconded by Mr. Tidball that

THE STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES AT COPPS COLISEUM - AUGUST - NOVEMBER, 1990 BE RECEIVED.

MOTION CARRIED.

6. New Business

7. Other Business

8. Date of Next Meeting

MOVED by Alderman Gallagher, seconded by Mr. Ryder that

THE AUGUST MEETING OF THE MARKETING AND SALES COMMITTEE BE CANCELLED; SHOULD AN URGENT ISSUE ARISE, THE COMMITTEE TO MEET AT THE CALL OF THE CHAIRMAN.

MOTION CARRIED.

9. In-Camera Motions

The following motions were carried during the In-Camera Session:

THE IN-CAMERA SESSION BE CONVENED AT 9:13 A.M.

THE MINUTES OF THE IN-CAMERA SESSION OF JUNE 29, 1990 BE APPROVED.

THE REPORT, SUMMARY OF CONCERT ACTIVITIES, DATED JULY 24, 1990 BE APPROVED AS AMENDED.

THE DIRECTOR OF MARKETING AND SALES BE DIRECTED TO ESTABLISH A \$150,000. LINE BUDGET FOR THE MARKETING OF THE COUNTRY MUSIC AWARDS.

THE DIRECTOR'S REPORT, JULY, 1990 BE RECEIVED.

THE SALES REPORT, JUNE 1990, HAMILTON CONVENTION CENTRE, BE RECEIVED.

THE REPORTS PERTAINING TO FUTURE UNCONFIRMED EVENTS/BOOKINGS AT COPPS COLISEUM, HAMILTON PLACE AND THE CONVENTION CENTRE BE RECEIVED.

10. Adjournment

MOVED by Mr. Ryder, seconded by Mr. Tidball that

THE MEETING ADJOURN AT 9:12 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Mrs. Mary Dow, Chairman

Patricia Bennett, Secretary



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